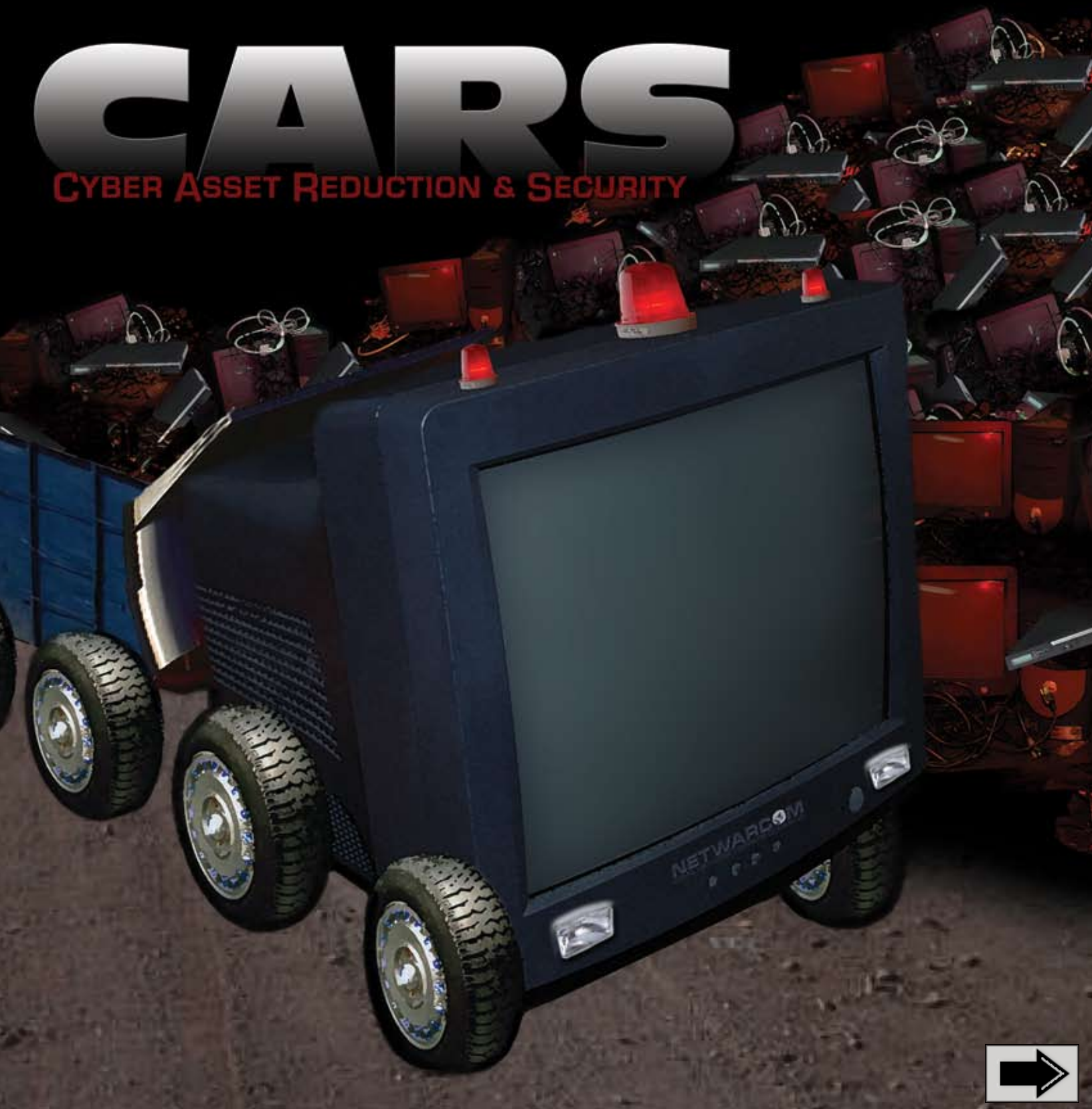
InfoDomain

INFORMATION SUPERIORITY FOR THE WARFIGHTER

SPRING 2007



InfoDOMAIN

INFORMATION SUPERIORITY FOR THE WARFIGHTER

FEATURES

DEPARTMENTS

COVER: Our feature article explains NETWARCOM's newest effort: Operation Cyber Asset Reduction and Security (CARS). See pages 20-23 for more information. (Photo illustration by Michael J. Morris)

Commander, Naval Network Warfare Command
VADM James D. McArthur Jr.

Vice Commander
RDML Edward H. Deets III

Deputy Commander
Mr. Terry Halvorsen

Public Affairs Officer
LCDR Doug Gabos

Editor
Mr. George D. Bieber

Associate
MCC Joseph W. Gunder

Visual Information Specialist
Mr. Michael J. Morris

Production
McDonald & Eudy Printers, Inc.
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My Domain

Editor's Note: *Mr. Terry Halvorsen officially reported as deputy commander, NETWARCOM on October 30, 2006. A native of Trainer, PA, Halvorsen's active and reserve background is deeply rooted in Intelligence, Cryptology and C4I. His early days as a second lieutenant at the Army Intelligence Detachment Pensacola, FL, had him supporting the Army's training with the Navy at Hulbert Field. He's been recalled to active duty numerous times in support of Operation Just Cause, Desert Storm and Joint Task Forces in Central and South America. His most recent assignment was as executive director to VADM J. Kevin Moran, commander, Naval Education and Training Command, Pensacola, FL.*

(Photo by George D. Bieber)

... continued from page 3

As I complete my first hundred days at NETWARCOM, I want to let you know some of what I have been doing, what I have learned and what I see as my way ahead.

I continue to be impressed by the talent and dedication of our team. The breadth of knowledge about all kinds of topics -- from networking to wine tasting -- is vast, stimulates great conversation, and reminds me that, while we are all mission-focused, there is life outside of work. I can't think of a more exciting and challenging place to be.

As you may have guessed, I've spent much of my first months learning about our organization and the issues that challenge us. Many thanks for the time you've spent bringing me up to speed. While I'm still in the learning phase, I have identified three major concentration areas where I hope to make a major impact over the next six months.

I've been spending time trying to understand what we do, what we will be doing and what skills, education and experiences the workforce will need to execute NETWARCOM's and the Navy's current and future missions.

"I continue to be impressed by the talent and dedication of our team."

While the military component of our workforce has a fairly well-defined career progression and associated leadership education, the civilian side needs improvement in this area. I will be looking at what we can do at NETWARCOM to address this issue. I welcome your suggestions on how we can develop a meaningful in-house civilian leadership education program and how we go about developing a civilian career progression plan.

I think both of these ideas are well-supported by the National Security Personnel System and I will continue to stress the importance of NSPS to the whole workforce. NSPS gives us more flexibility in salary ranges and enables us to focus on clear performance objectives. Additionally, it will place more responsibility on the supervisors to articulate these objectives and evaluate performance accordingly.

There are some areas where I believe the total workforce would benefit from some additional education, including understanding metrics and measures, how we manage change, organizational behavior dynamics and effects-based thinking. We are working on making Change Management and Leadership training available online and hope to have it ready soon.

Additionally, we'll be sending some staff members to metrics training. Furthermore, we have 50 copies of Speed of Trust by Stephen Covey, which discusses trust in terms of organizational behavior and why it is important to our success. I highly recommend it (copies are still available) - please contact Kate Mathers for a copy. We will also be increasing training in Lean Six Sigma (LSS) and ensure closer coordination of our LSS projects to better take advantage of lessons learned and the results.

I have also been focusing on the important relationship crucial to both current year and out-year resources (PR09/POM10). We must have the resources required to perform our missions. We have a good team working this and you all know your programs well. That said, as we develop our enterprise approach we need to understand and articulate how our programs fit into the bigger Fleet Readiness Enterprise and how we can make more enterprise-based value decisions. While we are not a business, there are business principals we can apply to improve our decision making.

Lastly, as important as it is to understand what we do, it is just as important to understand what we need to stop doing or to curtail. This is the hardest thing to do in all organizations, but it is essential for us to best focus our people and resources to succeed. As we delve into our programs, I will try to ask the hard questions to identify those areas where we could reduce attention and reapply the resources to higher priority programs.

I will continue to learn about the organization and how we are aligned so that I can better understand how to support you and the boss in building a more capable team and better integrate all of the valuable parts of our organization.

I will keep you all posted on how I think it's going and continue to update you on what I am doing through emails like this, all hands meetings and just plain talking to all of you. I welcome your feedback on how things are going, how I am doing and any suggestions you have to improve our organization. Thanks!

InfoDomain's Essay Contest Winner

Editor's Note: *InfoDomain's* first essay contest winner is CWO4 Clifton Jenkins from NCTAMS PAC. ***Congratulations Sir!*** Deadline for our photo contest is May 1. **(Note: Preferred resolution is 300 dpi to george.bieber@navy.mil).**

"It's in My Computer!"

On any given day in the Navy how many times is "It's in My Computer" heard around the world? For me, not as much now as when the Common Access Card was first implemented, earlier this year. But several times, everyday, during the first week the CAC was implemented at the Naval Computer and Telecommunications Area Master Station, Pacific, I was locked out of my building, and denied access to the front entry security gate for not having proper security / identification card. And the only thing that I could say to the guard at the gate as I'm trying to enter was, "It's in my computer."

It's been five months and I still on rare occasions forget to take the CAC, but I have made a reminder to greatly curtail the number of times I have to turn around prior to exiting the front door or making it all the way to the main gate and then remembering I don't have my card. In my need to find an answer to my perplexing "forgetter complex," I realized that all Navy, Dell desktop and laptop computer systems are configured with the technology to allow the user to make their own ingenious reminders.

My Dell desktop at work is currently configured to remind me to remove my CAC after I log out of Windows. Thus far it has been 100 percent effective when I logoff of the computer. It has been 50 percent ineffective at reminding me, when I forget to logoff the computer and leave the building with my card still in the keyboard. I have another plan for that in the works.

To help my fellow shipmates out there with this problem of CAC forgetfulness, here is how it can be performed on your own work or home computer. First, you need to have speakers (internal or external) and a microphone connected to your computer in order to make your own personal recording in five easy steps.

1. First step is to go to START - PROGRAMS – ACCESSORIES – ENTERTAINMENT - SOUND RECORDER.

2. Ensure your microphone is plugged in to the pink (on most Dell computers) audio microphone jack on the back of your Dell computer. To use the Sound - Sound Recorder- press the RED record button, speak clearly "Don't forget your CAC card," or something innovative along those lines and make your recorded audio reminder. Most reminders used for this purpose will be less than three to five seconds long. Remember, this is for logging out of Windows, so the shorter the better. After you make your recording go to File and save in a folder on your computer that you can remember such as My Documents.

3. Next step is to go to Start – Settings - Control Panel –Sounds and Multimedia Properties. In the Sound Events log, cursor down to Exit Windows and highlight.

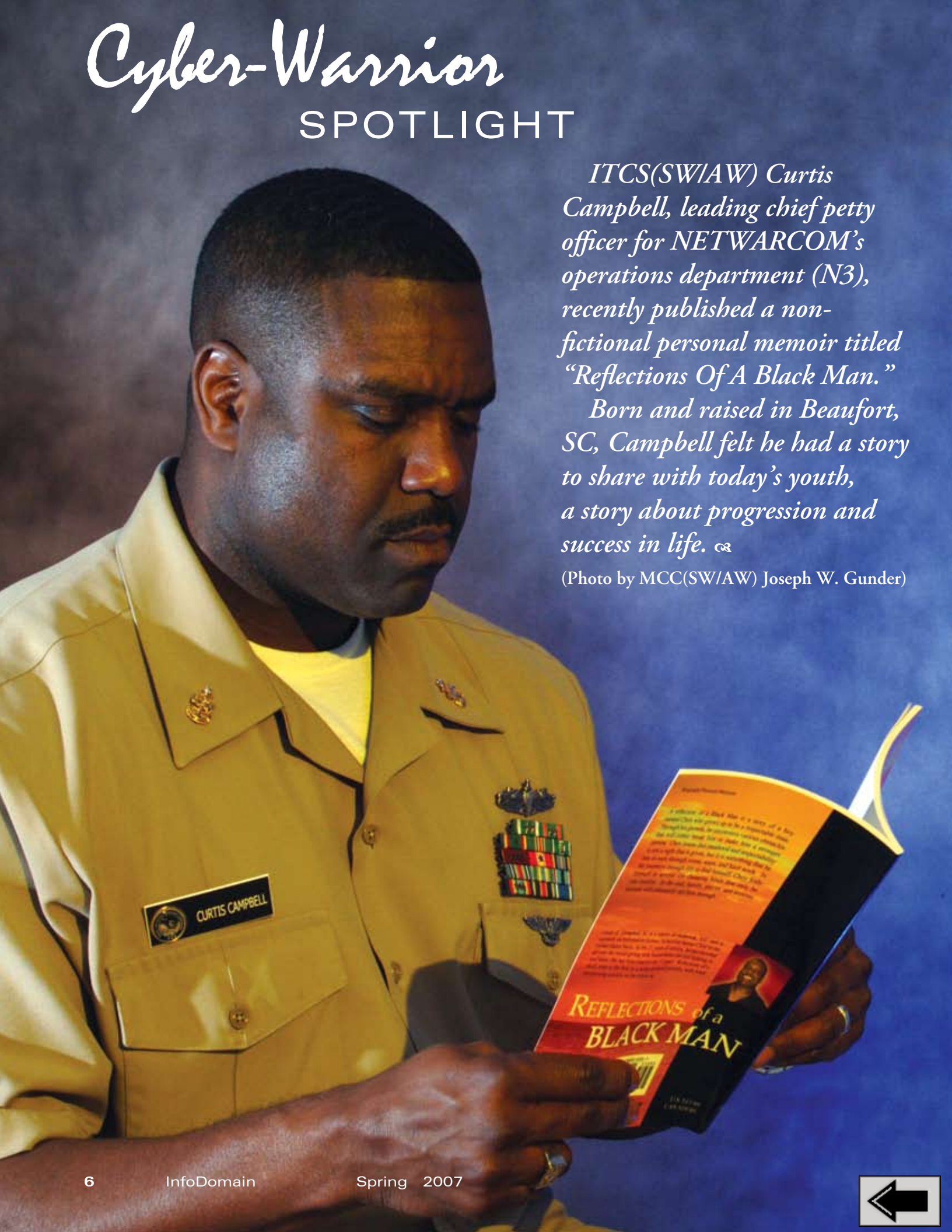
4. Under the Name block, click the Browse, and find the audio reminder clip that you just made and select it. Then save the Scheme as a Save As for your continued personal use.

5. The last step is to test your reminder. Ensure your speakers are on and at a reasonable volume and logout of Windows. During the log out you should hear the audio clip that you just recorded that reminds you to remove your CAC card from the computer.

That is all there is! What is really great, you do not need to ask permission of NMCI , ONE-NET or a locally assigned administrator. The reminder is purely a user function and preference. One of my workers liked the idea of the CAC reminder so much, that she requested I make a reminder for her using my best "Barry White" voice. She said it works as designed.

Until later shipmates, when I tackle the problem of how not to forget the CAC when I forget to log out!

Cyber-Warrior SPOTLIGHT



ITCS(SW/AW) Curtis Campbell, leading chief petty officer for NETWARCOM's operations department (N3), recently published a non-fictional personal memoir titled "Reflections Of A Black Man."

Born and raised in Beaufort, SC, Campbell felt he had a story to share with today's youth, a story about progression and success in life. ☙

(Photo by MCC(SW/AW) Joseph W. Gunder)

Grey Lion Excellence in Leadership Award

SNWP selects Reservist as Recipient

By NETWARCOM PAO

The FY 2006 Nees – Ryan "Grey Lion" enlisted leadership award was recently presented to ITCM(SW) Stephen C. Wiley, a Navy Reservist, who serves at NETWARCOM's Enterprise Transformation Group at Fort George G. Meade, MD. He received the award based on his leadership, articulation as a Navy ambassador, and his efforts resulting in alignment of the Space Network Warfare Program (SNWP) with NETWARCOM, SPAWAR and STRATCOM's active components.

SNWP established the "Grey Lion" enlisted leadership award in 2005. The award recognizes superior senior enlisted leaders who demonstrate sustained, superior leadership performance within the SNWP and whose performance has had a direct impact on unit and program mission.

Wiley has served 29 1/2 years in the Navy, 10 active and almost 20 Reserve. "I'm very honored to be selected for this award," said Wiley. "It's nice to be recognized as exemplifying those leadership traits which the Space and Network Warfare Program holds in high esteem."

Though the history of the "Grey Lion" trophy only dates back to FY 2005's recipient, CTTCS David J. Slater, its creators' ideas have deep roots in naval leadership. CAPT Randy Ness, SNWP's director from 2000 to 2003 and CAPT Rick Ryan, the program's deputy director from 2001 to 2004 each dedicated more than half of their Navy careers to SNWP.

According to many members within the SNWP community, both officers exemplified extraordinary leadership skills, mentoring ability and dedication to duty. SNWP's current leadership singled-out Slater and Wiley for their sustained, outstanding leadership that was "over and above" the normal expectations of a senior enlisted Sailor in the program.

As the program senior enlisted leader, Wiley leads 73 chief petty officers and countless enlisted Sailors, while advising 25 unit commanding officers and numerous junior officers supporting three different manpower claimants.

ITCM(SW) Stephen C. Wiley (Photo by Michael J. Morris)

No one really knows the symbolism behind the two ax handles embedded atop the trophy. However, it's the leadership phrases inscribed on the large, brass plates surrounding the trophy that explain the trophy's existence. One phrase from RADM Randall Jacobs reads:

"Leadership is that character which instills loyalty in subordinates and at the same time displays loyalty to superiors. If there is one lesson to be learned from naval history, it is that men rather than ships are the major factor in determining victory."

CNRC helps streamline Transition from Active to Reserve

By MC2(AW/SW) Gabriel Owens, Navy Recruiting Command

MILLINGTON, TN -- Commander, Navy Recruiting Command started beta testing a new program in early November to streamline the process for Sailors wishing to transfer to the Reserves upon the expiration of their active-duty contract.

Called the Fleet to Navy Operational Support Center Program, this initiative is being beta tested at selected commands around the fleet.

"We're looking to make the transition from active-duty to Reserve more like transferring," said CAPT Ray Wynne, operations director at CNRC. "The less paperwork and hassle, the better we can recruit active duty to Reserve."

Under the new initiative, instead of being recruited by a "waterfront" recruiter when a Sailor is nearing the end of his or her contract, the member is contacted by their Command Career Counselor. Once a Sailor indicates the desire to enter into the Reserves, the CCC can now contact CNRC's "Cyberspace" recruiters directly to begin the process.

"Cyberspace can then set up contact with the nearest recruiter and NOSC to where the member is planning to live after service," said Wynne. "Before the member even separates, they'll have a sponsor and a welcome aboard package from their NOSC."

The separating Sailor will still attend Transitional Assistance Program and participate in other separation activities. The CCC will assist the Sailor getting their transfer to Reserve affiliation kit ready before separation.

Upon separation, the member takes their kit to their local recruiter within 10 days. The recruiter gains the Sailor to the Reserves and verifies the first drill dates.

The beta test is scheduled to continue until September 2007.

CNO announces Deferment Policy Guidelines

A recent message from the CNO recognized that the global war on terror has led to increased personnel and operational tempos across the force. Both active component (AC) and reserve component (RC) Sailors continue to support the war in both traditional and non-traditional roles.

According to Navy leadership, when an AC Sailor transitions to the RC as part of their continuum of service, it is important they receive fair treatment, based upon length and nature of previous service, family responsibilities, and employment interests.

In order to permit a reasonable transition period and to avoid back-to-back deployments or mobilizations to the maximum extent possible, the following involuntary mobilization deferment policy was implemented effective October 2, 2006.

The policy offers all Navy veterans and other service veterans who affiliate with the Navy Reserve within 6 months (183 days) of release from active duty qualify for a 2-year deferment from involuntary mobilization, commencing on the date they affiliate with the Navy Reserve.

All members who affiliate between 7 and 12 months (184-365 days) of release qualify for a 1-year deferment from involuntary mobilization commencing on the date they affiliate with the Navy Reserve.

The deferment for involuntary mobilization only applies to those who affiliate through the Navy or other service veteran programs (regardless of

previous deployment schedule, last duty station, Naval Enlisted Classifications held or designator).

Sailors participating in New Accession Training and National Call to Service programs are not eligible for this deferment and remain contractually eligible for involuntary mobilization upon transitioning to selected reserve status following their initial active duty period.

Upon transitioning from AC to RC, the Navy Operational Support Center will ensure a Manpower Availability Status code of AS1 (for a 1-year deferment) or TS1 (for a 2-year deferment) is entered into the Navy's Standard Integrated Personnel System. The NOSC will ensure Navy veterans and other service veterans are properly coded on the Reserve unit activity document and track the total time of deferment.

Sailors may volunteer for a mobilization at any time during the deferment period. Upon signing a page 13, the NOSC will remove or change the MAS code to VOL (from AS1 or TS1) to reflect a volunteer status. If the sailor desires to remove the VOL MAS code and is not currently identified for mobilization, the AS1 or TS1 may be re-entered until the original 1 or 2-year deferment date from affiliation has passed.

Once again, all Navy and other service veteran Sailors who have affiliated with the Navy Reserve since October 2, 2006 are eligible for this deferment.

Interested individuals considering the Navy's Reserve component should contact either CAPT McDowell (OPNAV N1B SP) at (703) 614-6879 or email at john.k.mcdowell@navy.mil. or CDR Berta (OCNR N951F) at (703) 614-4404 or email at matt.berta@navy.mil.

Road Show strengthens NETWARCOM's Mission

By NETWARCOM PAO

A team of senior leadership from NETWARCOM led by RDML Edward H. Deets III, vice commander, recently conducted its first "Road Show" visit to Hawaii. The purpose of the visit was to share NETWARCOM's vision and values and to discuss strategies, goals and operational issues.

While in Hawaii, the team visited U.S. Pacific Command; U.S. Pacific Fleet; Naval Computer and Telecommunications Area Master Station Pacific; Navy Information Operations Command Hawaii; the Pacific Fleet Battle Watch, Ford Island and the Honolulu Council of the Navy League of the United States.

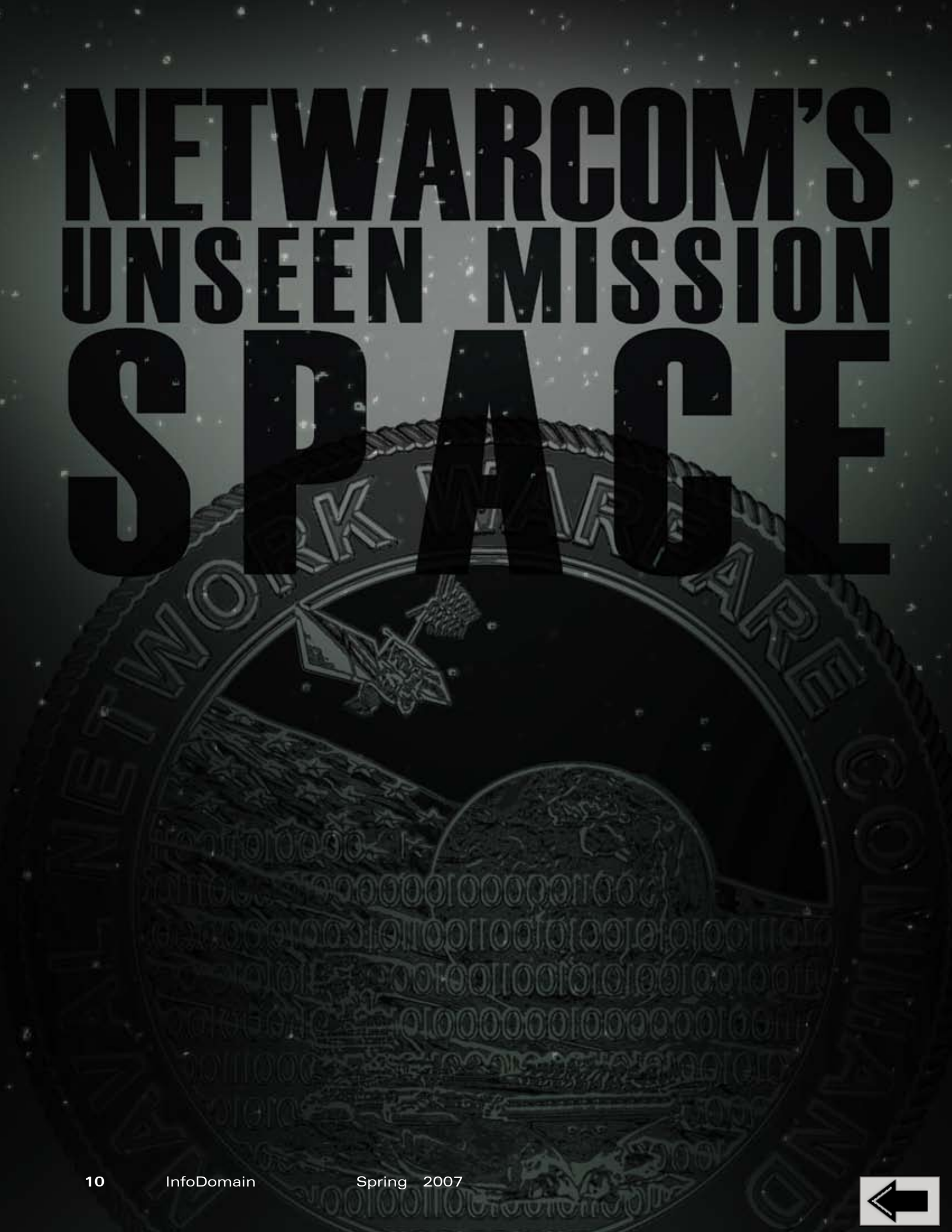
Another objective was to gain a full understanding of subordinate commands' missions and operations.

"I would welcome more visits of this nature as I feel that they serve to strengthen the lines of communication between NETWARCOM and NCTAMS PAC." said CAPT Jim Donovan, NCTAMS PAC commanding officer. "Additionally the visit helped ensure officers, chiefs, Sailors and civilians of NCTAMS PAC fully understood and were properly executing NETWARCOM's strategic plan in the Pacific theater."

Future Road Show visits will include trips to the Middle East, Far East and Europe.

IT1 Mark Porcelli of NCTAMS PAC briefs RDML Edward H. Deets III, NETWARCOM's vice commander, on the command's operations during the recent "Road Show" visit to Hawaii. (Photo by PSC(SW/AW) Christopher Stone)

NETWARCOM'S UNSEEN MISSION SPACE



By MCC(SW/AW) Joseph W. Gunder

NETWARCOM is known as the headquarters for Navy networks and Information Operations, but it's also the Navy lead for something else – Space. In this aspect, the command deals with not only managing the Navy's satellites and space systems but facilitating the integration of all space systems into naval operations at every level.

Space is the backbone of network-centric warfare, providing communications, precise timing, positioning, and battlefield characterization, which is why responsibility for Navy Space-related requirements and operations has been designated to NETWARCOM. Network-centric warfare is so critically dependent upon space effects that NETWARCOM has been designated the Navy's Type Commander for Space. The Space and Naval Warfare Center in San Diego is responsible for the research and development of Navy space-based assets.

"NETWARCOM is the Navy's central operational authority for Space in support of naval forces afloat and ashore," explained CDR Kevin "Bag" Johnson, NETWARCOM's director for Space Operations (N36). "That requires us to do several things. We have to develop and satisfy the Navy's requirements for space systems and products, understand the vulnerabilities of our own space systems, create and detail a space-savvy cadre of experts, and raise the fleets' overall awareness of Space."

Johnson continued, "You could say we're trying to change the culture of the naval service and make Space part of our everyday thinking. It is our job to insure that Space effects are aggressively and intelligently applied across the entire spectrum of maritime operations."

In the warfare area of Space, NETWARCOM has three main roles: (1) Act as the Navy's functional component for Space to U.S. Strategic Command, (2) Act as the Navy's functional authority for the Navy Space Cadre and (3) act as the Navy Type Commander for Space.

In the first role, NETWARCOM provides Navy subject matter experts in space systems who assist with operational/exercise planning and execution for STRATCOM and other Combatant Commands as necessary. A recent example was the combined Global Lightning-Terminal Fury command post exercise conducted jointly by STRATCOM and U.S. Pacific Command.

Subject matter experts from NETWARCOM also work with STRATCOM to ensure the Navy's Space needs are being met with regard to STRATCOM documents and doctrine.

"Having a Navy voice at the table with STRATCOM, specifically as they develop Space doctrine and policy and define future operational requirements and solutions, insures the Navy's needs are articulated and defended throughout those processes," said LCDR Scott Blackwell, NETWARCOM's Naval Space Campaign Execution officer. "These will be implemented by the Air Force in their capacity as DoD Executive Agent (EA) for Space."

Having a working relationship with STRATCOM is important since they are responsible for the operation of all military satellites.

"STRATCOM executes command and control over all military and most DoD space systems via the Joint Functional Component Commander (JFCC) for Space at the Joint Space Operations Center (JSpOC)," said Blackwell. "Even the ones launched and flown by the Navy."

In its second role, NETWARCOM is the functional authority for the Navy Space Cadre. This means the command has oversight of a group with a special skill set related to Space. The term "cadre" is used to define the group since they aren't a separate community (such as Information Professionals) or warfare area,

and aren't detailed solely on their skills.

The Space Cadre includes about 780 officers across the unrestricted line communities of Surface Warfare, Aviation and Submarines; and for restricted line - IP, IW, Engineering Duty Officer, Aerospace Engineering Duty Officer and METOC. For the Reserves, there are about 100, between both URL and RL, spread over the same communities. Additionally, there are about 100 civil service members.

There are currently no enlisted members of the Space Cadre, though plans are in progress to identify appropriate rates and skill sets that would make up the enlisted portion of the Navy Space Cadre.

According to CDR Julie Niedermaier, the Navy Space Cadre advisor in Washington, D.C., the Space Cadre is a distinct body of Space expertise organized to "operationalize" Space. Niedermaier has a direct reporting relationship to both OPNAV/N6 and NETWARCOM commander VADM James D. McArthur Jr., who is the functional authority for the Navy Space Cadre.

Space Cadre members work in the Space systems areas of assessment, requirements, science and technology, research and development, and operations to influence the design of future systems in order to cover naval warfighting gaps and maximize the capabilities of today's space systems to achieve decisive combat victory.

Navy astronauts are counted in with the 780 Space Cadre members, but only for administrative purposes. Once a naval officer is selected for astronaut training, the member is administratively attached to NETWARCOM, but will physically report to NASA for duty.

Entry into the Space Cadre is gained several ways: education through one of the two related curricula, Space Systems Engineering or Space Systems Operations at the Naval Postgraduate School in Monterey, CA, by serving in a billet that offers Space-related experience for 18 months or, at a minimum, the candidate must gain a Space Systems Certificate, which means taking four graduate-level courses available through the Naval Postgraduate School's online distance learning program.

As the Navy's Space Type Commander, NETWARCOM's mission is to raise Space awareness throughout the fleet and ensure that space effects are integrated into naval planning and operations. That will be accomplished by ensuring that Space Cadre members are assigned in the right places throughout the fleet (as they are available) and provide their expertise as needed.

One example Blackwell offered where Space expertise could be used is in the area of surveillance, and insuring the chain of command understands the capabilities and limitations of space systems. A given commander might want constant satellite imagery coverage of a particular spot, but might not know that the satellites providing the service are in low earth orbit (constantly moving in relation to the earth below them), and not geosynchronous orbit (sitting stationary over one spot on the earth). It's the Space expert's job to insure the commander doesn't plan operations that are dependent upon constant coverage of the spot of interest.

Another way Space expertise can be shared is with reach-back support to NETWARCOM's Space Cell at the NetOps, Information Operations and Space Center.

The Space Cell (in the back/right corner of the center) stood up Aug. 1, 2006, in direct response to CNO's Navy Space Policy Implementation instruction. It provides Space expertise, support, products and services and is the critical link between maritime forces and joint Space providers, primarily as the Navy's interface with the Joint Space Operations Center at Vandenberg AFB, CA.

Through its initiatives, NETWARCOM is working to ensure Space assets and expertise are available to carry out missions as required.

Sailors take part in Astronomical Reenlistment

Story & photos by MC2 Matthew D. Leistikow
USS Dwight D. Eisenhower (CVN 69)

(Left) *VTC images of Navy CAPT Michael Lopez-Alegria and CDR Sunita Williams aboard the ISS.* (Right) *VTC images of enlistees aboard the IKE.*

Sailors aboard the Nimitz-class aircraft carrier with embarked Carrier Air Wing 7 recently participated in a historic reenlistment ceremony of astronomical proportions when astronaut and Navy CAPT Michael Lopez-Alegria, commander of the International Space Station, presided over the ceremony from space via video teleconference, along with astronaut and Navy CDR Sunita Williams, flight engineer.

Sixteen Sailors became the first from IKE to be reenlisted by an officer from NASA in a ceremony which crossed Earth's atmosphere to the ISS, orbiting 200 miles above. The VTC included the ISS, NASA, IKE and a Norfolk, VA, site for families to participate.

"It's pretty exciting," said ABH2 Dubiell De Zarraga, from IKE's air department. "I'm pretty sure I'm going to remember this for the rest of my life, and my family will also."

IKE's commanding officer, CAPT Dan Cloyd, and Lopez-Alegria crossed paths through mutual friends just before Lopez-Alegria's mid-September launch for the ISS. They both became determined to find special ways to bring the ISS and IKE crew together.

"The space station and IKE have a special bond in that before he left, Michael took along two commissioning pennants from the ship," said Cloyd. "He is holding one for him and the space station, and one he will present upon his return to us."

Cloyd and Lopez-Alegria worked together to help create a unique experience for an important event in a Sailor's career.

"Everybody always wants to make their reenlistment special," said Cloyd. "This was a great idea as well as an opportunity to do something historic."

Lopez-Alegria felt it was a special honor to take part in a crucial point in a Sailor's career.

"We really feel close ties to the Navy and unfortunately, it's difficult to maintain those ties given our jobs and certainly given our locations. This is a great opportunity for us to share this with you," said Lopez-Alegria.

One Sailor had the chance to speak to Lopez-Alegria and Williams following the reenlistment to deliver a message from the reenlisting Sailors.

"On behalf of my fellow reenlistees and myself, I would like to thank you for taking time out of your busy day and for giving us this once-in-a-lifetime opportunity to reenlist with you while you're serving aboard the International Space Station," said AE3 Courtney Busdeker, from IKE's aircraft intermediate maintenance department, AIMD.

Later she said, "Maybe one of us who reenlisted today will be in their position (someday)."

Before Sailors could raise their hand and solemnly swear to defend America's Constitution, people from numerous commands had to work together to ensure the stars could align and make the event possible.

"For 16 Sailors and their families to experience this event, I couldn't even begin to tell you how many people were either directly or indirectly involved

in putting this together," said NCC(SW/AW) John Wise, a command career counselor aboard IKE.

CDR Zig Leszczynksi, space operations officer for Eisenhower Carrier Strike Group, helped put IKE coordinators in contact with the right people at NASA by working through a friend at NASA, Astronaut CAPT Chris Ferguson.

IKE CSG is the 2nd Fleet executive agent for Space, in support of the Naval Space Campaign, which aims to incorporate space capabilities in naval operations.

"It's easy for me to go through the Navy Space Cadre, a network of space professionals throughout the Navy, including NASA astronauts, to make sure this happened," said Leszczynksi. "This is one of many times we were able to use the Space Cadre Network to accomplish the mission."

Leszczynski said the reenlistment was symbolic of history the Navy has had in space.

"The Navy has a great heritage in space," he said. "This ceremony is one way that this great Navy heritage continues."

Lopez-Alegria felt the reenlistment was a nice effort to continue that relationship.

"We're sorry you can't float with us or look out the window, but you're here with us in spirit, and we wish the best to you and your ship," said Lopez-Alegria.

The event also allowed some of the Sailors a chance to see the ones they love back home in Norfolk, VA. Family members woke up before sunrise to participate.

"It's exciting," said Andrea Lemons, wife of YN3 Airrion Lemons, from VFA-83. "I wanted to tell him he's doing a good job and keep up the good work. It's hard, but there's a lot of dedication put into it. So we support him the best way we can."

Andrea and Lemons have been married for six months.

"It feels great because not everybody has that support," said Lemons. "Family support is number one, and it keeps you going each and every day."

Each Sailor reenlisted for his or her own reasons, but using naval space technology to connect Sailors to outer space and back home helped make reenlisting a special experience.

"I've passed on some opportunities before because I had work to do," said AMC (AW) Richard Klein from VFA-131. "But this was something I wasn't going to pass up on. It's cool for me to be a part of something that's never been done before."

The Sailors reenlisted for a total of 57 years, and some of them combined received more than $42,700 dollars in reenlistment bonuses.

"I thought I'd done pretty much everything as far as reenlistments go," said NCCS(SW/AW) Matthew Ambrose, a command career counselor aboard IKE. "It's out of the ordinary. It doesn't happen every day, so it's a once in a lifetime opportunity."

IKE enlistees raise their right hands as they face Navy CAPT Michael Lopez-Alegria's image on the VTC from the ISS. The 16 Sailors reenlisted for a total of 57 years.

"I'm pretty sure I'm going to remember this the rest of my life, and my family will also," said ABH2 Dubiell De Zarraga, from IKE's air department.

Navy Astronauts visit Virginia Beach Elementary School

By MCSA Chad R. Erdmann
Photos by MC3 Kenneth Hendrix, Atlantic Fleet

VIRGINIA BEACH, VA -- Two NASA astronauts, Navy CAPT Christopher Ferguson and Navy CDR Stephen Bowen, from Johnson Space Center in Houston, recently visited third-through fifth-graders at Linkhorn Park Elementary School here, with lessons on the importance of science and technology.

The visit was part of NASA's Partners in Education Program, which is designed to integrate education and public outreach into their space science programs.

"This is a third-hand glimpse of that dream of becoming an astronaut, and kids who have an aptitude for science and math might imagine a career as an astronaut, but do not have any idea of what that is like," said Melissa McQuarrie, director, community relations Virginia Beach City Public Schools. "Having someone bring that home to them and show them what it's all about is invaluable and may influence their future career goals."

Ferguson, the keynote speaker, emphasized the significance of engineering and science in technology today while talking to his young audience.

"The next generation of spacecraft will probably be flown, operated and maintained by the students we talk to today," said Ferguson. "We hope to pass on these dreams to the youngsters because they are the ones that take the torch and run with it."

NASA astronaut and Navy CAPT Christopher Ferguson explains shuttle take-off to students at Linkhorn Park Elementary School in Virginia Beach, VA.

Throughout the hour-long assembly the astronauts showed pictures and videos of everything

from take-off to sleeping, eating and living in a zero-gravity environment.

"We want to inspire these children to a path that they may have felt wasn't open to them before," said Bowen.

The education program's overall objective is to enrich the students with current science information and implement a modern hands-on curriculum.

"It's enjoyable for me to go out and tell the next generation of space explorers and space engineers what we do," said Ferguson. "And it's wonderful to see their expressions."

(Above) *More than 300 students and teachers gathered in Linkhorn Park Elementary School's cafeteria recently to get a glimpse of becoming an astronaut.* (Right) *NASA astronaut and Navy CAPT Christopher Ferguson from the Johnson Space Center in Houston, emphasizes importance of engineering and science to students.*

CNO visits NIOC Georgia

Story & photo by MCC(SW/AW) Joseph W. Gunder

Chief of Naval Operations ADM Mike Mullen went deep into Army country recently, when he visited Sailors of Navy Information Operations Command Georgia, based at Fort Gordon, GA. The base is home to the Army's Signal Regiment, which runs LandWarNet University, the Army's school for signal and communications training.

The CNO came to thank the Sailors for all their hard work in the fields of Information Operations and Cryptology, and for their sacrifice for time spent away from families while deployed to fleet units and as Individual Augmentees.

During the All Hands call in Fort Gordon's Alexander Hall, the CNO praised the command for its continued service before presenting some awards and holding a three-person reenlistment.

CNO addresses Navy audience at NIOC Georgia

"Listen to the content of those awards," the CNO said before the presentation, "what they're saying about what we're doing, and where we're doing it. They're indicative of the incredible contributions of individuals and I want this command to know how much so many of you are doing for the war on terror. I really am grateful for that and I don't take any of that for granted."

After giving the command an update on the status of the Navy, he took questions from the audience.

NIOC Georgia is one of 15 NIOCs under Naval Network Warfare Command, headquartered in Norfolk, VA. A NIOC is a subordinate command that practices the warfare area of Information Operations and Cryptology. These disciplines synchronize with other NETWARCOM focus areas - Network Operations and Space - to produce information superiority for the fleet.

One of NIOC Georgia's other primary missions is to provide cryptologic and Information Warfare members to work with the Fort Gordon-based National Security Agency/Central Security Service, Georgia, which conducts continuous security operations on selected targets in support of national and warfighter intelligence requirements.

Since January 2006, the command has dispatched nearly a third of its uniformed staff, both enlisted and officers, on various non-IA fleet related deployments (about 300 of its more than 900). An additional 98 have served as IAs.

"The CNO's visit is probably one of the best things we've had here," said CTI2 Daniel Kevan, a linguist for NIOC Georgia, who received the Combat Action Ribbon from the CNO for his service as an IA. "We need the support from the people higher up for the jobs we do. Those jobs are very demanding. It's nice to have someone come down and say, 'Thank you, we need you here in the middle of it.' Without the support from above, we could not do it."

"We're all pretty excited to have the CNO come down here and highlight all the hard work and service we are doing," said CTI2 Anna Alveari. She was presented with an Air Medal (Strike Flight 7th award) for her service as an aircrewman aboard an EP-3 Aries.

The CNO then toured various command spaces, including a nearly-complete watch floor for the new Fleet Information Operations Center, under NIOC Georgia. When finished this April, the "FIOC" will be providing 24/seven IO and cryptologic reachback and extended staff support for Navy commanders in the 5th and 6th Fleet area of operations.

PROMETH

... bringing Firepower to NCDOC

By MC2(SW) Christopher J. Koons
Photo Illustration by Michael J. Morris

In Greek mythology, the god Prometheus gave the gift of fire to mankind, thus paving the way for the dawn of civilization. At Naval Cyber Defense Operations Command, the Prometheus system gives the Navy the ability to process vast amounts of information in a timely and efficient manner.

"Prometheus is designed to provide complete situational awareness of the Navy component of the Global Information Grid," said VADM James D. McArthur Jr., NETWARCOM's commander. "It is a holistic system that aggregates, correlates, processes and warehouses vast amounts of network information."

McArthur described Prometheus as representing the very latest in advanced computer technology.

"It is built with state of the art capabilities and more importantly, the ability to share information with our peer components, the joint community and the warfighters," he said.

Prometheus began operation in November after a year-and-a-half of construction. According to Jim Granger, NCDOC's technical director, it was designed to improve upon the capabilities offered by previous systems used by NCDOC.

"Prometheus evolved out of Mobius, our previous system, which was primarily for censor-grid data," he said. "Prometheus can take in scanning, incident and other types of data and put them all into one warehouse. It gives us a long-term analytic capability and a real-time situational awareness of technical conditions."

Encompassing one-third of NCDOC's 4,000 square-foot data center, Prometheus is maintained by NCDOC's systems department, while the operations and Threat Analysis and Network Forensics (TANF) departments use the system.

"Prometheus is composed of two primary systems: an e-security front end for near real-time monitoring and a SAS data warehouse back end for long-term trending and analysis," said Granger. "Our operators primarily look at e-security while our analysts look at SAS."

According to Granger, Prometheus serves the same purpose for NETWARCOM that a combat information center serves aboard a Navy ship.

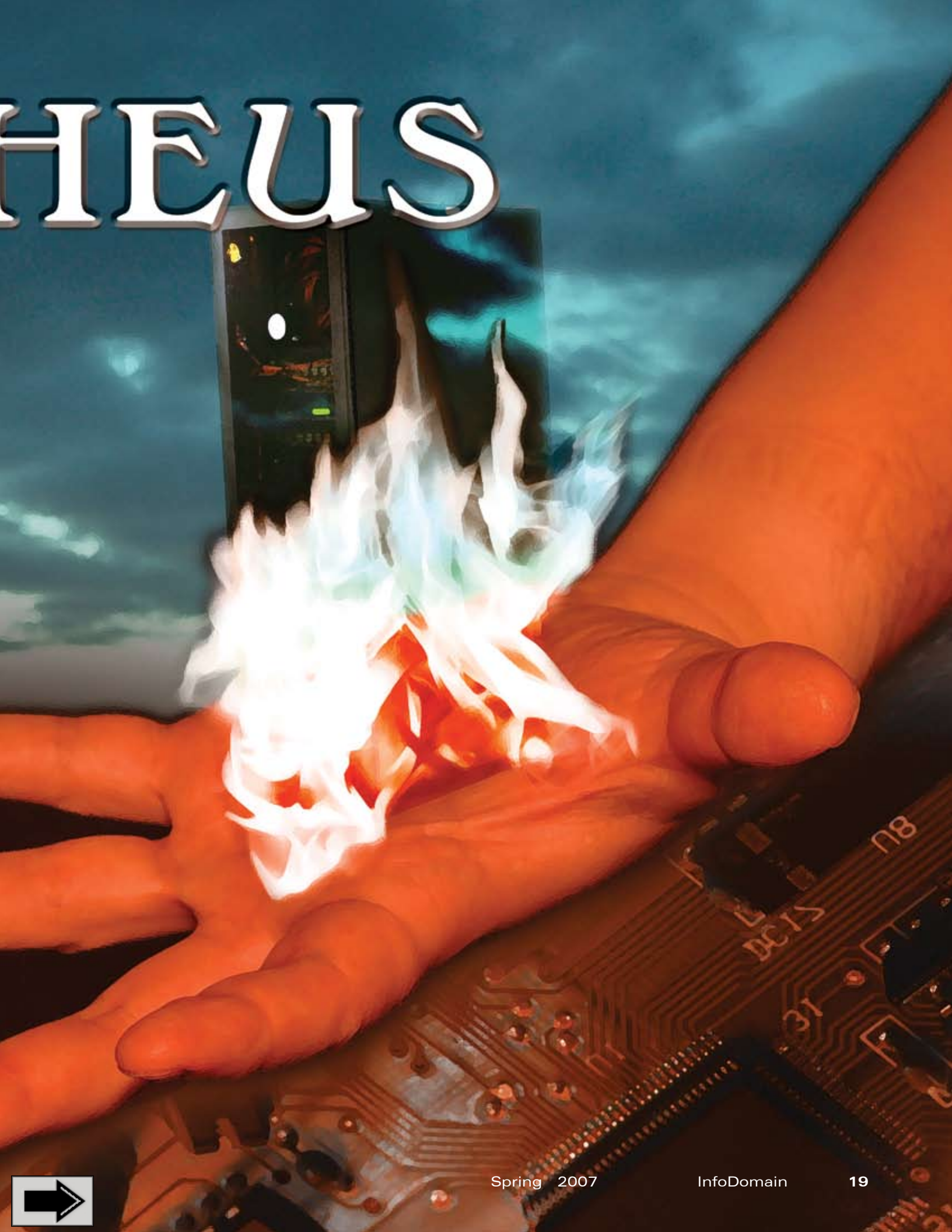
"Prometheus can take on as much data and do as much processing as we want it to," he said. "It takes data, converts it into information and fuses it into knowledge. It's kind of like if people who spoke many different languages all went to a restaurant together and the waiter understood what they all wanted."

Granger described Prometheus as a work in progress that will continually increase its capabilities.

"We want to work with the Marine Corps and merge Prometheus with SIPRNet, improve our data sharing and make our display visually appealing," he said. "We also want to transfer from a signature-based reactive to an anomaly-based proactive detection sense."

McArthur described Prometheus as a vital part of the Navy's legacy network reduction effort.

"We are leaping forward, building the service oriented architecture of the future, fully outfitted with asset configuration tracking, network management capabilities and a robust sensor grid," he said. "This enables our cyber warfighters to truly fight the network as a weapon system. We're looking forward to the challenge."


HEUS

CARS

Cyber Asset Reduction & Security

Operation CARS focuses on First-of-its-Kind Effort

By George D. Bieber
Illustration by Michael J. Morris

Cyber Asset Reduction and Security, or CARS, is a CNO-directed, Navy-wide mission under the operational direction of Naval Network Warfare Command as the assigned supported commander. Mission partners, formally known as supporting commands, include all Navy major / Echelon II commands and information technology (IT) Functional Area Managers and Program Executive Officers / Program Managers.

The assigned mission for this team effort is to reduce the Navy's total ashore IT secret and below footprint by at least 51 percent by September 2011, improve IT security, interoperability, and return on investment. Additionally, by December 2008, CARS will deliver full insight into the Navy's total IT asset inventory and the costs associated with delivering and maintaining business and warfighting IT systems and networks.

To accomplish the mission, NETWARCOM has established a Network Integrity Task Force for CARS. The CARS Operational Planning Group, in conjunction with a CNO N6 Pilot effort with BUPERS has been gearing up since September 2006, establishing ground rules and procedures to ensure successful completion of the CARS mission.

Led by a senior civilian at NETWARCOM, the key Task Force Division Heads are Layne Thompson, Mission Integration team ; LT Jessie Castillo, Due Diligence/Asset Discovery team; Charlie Kiriakou, Information Assurance/Certification and Accreditation team; LCDR James Caroland, Engineering and Solutions Determination team. Mick McCullom from the CNO N6 staff leads the IT Financial Review team.

The Task Force Exec is Lt. Col. Jerry Carpenter, who brings a breadth of operational expertise to the operation. Carpenter says, "I like to think of this whole project as Operation Cyber Condition Zebra on steroids."

"CARS is genuinely a first-of-its-kind effort," said Neal Miller, task force director. "There is real value in knowing what is in our total IT inventory, reducing it to only that which we really need, and executing comprehensive defense in depth to protect the Navy's essential information. This idea, implementing a comprehensive enterprise perspective to accomplish the Navy's mission is not new."

"What makes CARS a unique opportunity is that this is the first time we have made a conscious, Navy-wide commitment to invest the necessary resources to bring these ideas to fruition. CARS will span the Navy's global shore-based IT, information assurance, network engineering, and network operations and systems across the warfighting, business, intelligence, and enterprise services domains. We are excited by the challenge and have built a solid team from all our mission partners – we are ready to step out and make things happen."

With six months of pre-planning, process development, and team building behind the Task Force, Operation CARS will soon begin directing comprehensive Navy actions to eliminate, consolidate and/or migrate capabilities provided by existing owned and/or operated Navy secret and below networks to designated enterprise networks; Navy/Marine Corps Intranet, ONE-NET and Integrated Shipboard Network System (IT-21), or approved excepted networks.

"Probably the easiest way to explain CARS," said Thompson, "is the fact that CARS combines securing the network with the business decision of reducing the network. The end-state being reduction of the network's applications, infrastructure, servers, and firewalls. In other words," Thompson added, "this makes it easier to manage and secure the 'pipelines' and the information that is delivered on them."

CARS bases it strengths and lessons learned from Operation CCZ, which was executed as a crisis action team to address specific network threats and vulnerabilities affecting Navy sensitive but unclassified networks at 10 strategic locations and fleet concentration areas. Additional actions that have been brought together under CARS include the NMCI Legacy Network Shutdown effort, the OPNAV N6 IT Asset Reduction Integrated Process Team (IPT), and the OPNAV N6 IT Financial Review.

Castillo, when asked to describe what makes CARS different from CCZ, said, "CCZ took a 'shoot – look' approach. CARS will employ a more deliberate 'look – shoot' strategy." CCZ was focused on first securing the borders of the Navy's sensitive but unclassified networks, then following up with accelerating transition to our enterprise networks.

CARS applies to the Navy's entire shore infrastructure in both secret and sensitive but unclassified security enclaves. By applying a more deliberate, enterprise "look – shoot" strategy with CARS, the Task Force will identify and implement consistent, secure solutions for consolidating Navy's networks and systems, all protected within a managed, defense in depth security environment.

CARS will be restructuring the Navy's enterprise architecture and assist with creating a long term management structure that will be implemented on all Navy networks to satisfy and comply with DoD and DoN security certification and

accreditation and other IT management policies.

The first phase of CARS' operations focuses on the southeast continental U.S.: North and South Carolina; Tennessee; Mississippi; Louisiana; Alabama; Georgia and Florida. By the end of December 2007, this phase should be complete, and knowledge gained will be used to expedite completion of the next four phases. Some actions will be performed on a region-by-region basis, and others will seek to take action with more of a comprehensive enterprise view. The total CARS mission is to be complete by September 2011.

Miller and his team, along with policy and broad strategic guidance from the OPNAV N6, are confident CARS will deliver a consistent Navy-wide IT investment management and governance structure focused on delivering cost-effective IT solutions to the Navy's business and warfighting mission by ...

(1) Improving enterprise-wide security with enhanced security architecture,

(2) Improving interoperability through common operating environments and applications,

(3) Providing portfolio management techniques for budget control and execution agility, and

(4) Delivering a reduced total IT footprint at lower net cost.

According to Carpenter, NETWARCOM is just like any other warfighting enterprise and like them, NETWARCOM is working to define their weapons and shore up their vulnerabilities. "Obviously the word 'reduction' has a negative connotation to it, but we need to reduce and get our hands around the entire structure so we can do business better," he said. CARS intends to get Navy's IT infrastructure "right", and it is expected that overall there will be less separate networks and systems in use than there are today.

All the members of the CARS team agree that the program will allow Navy to effectively and efficiently secure and manage the networks and systems, as well as provide better visibility of what's out there and how much it all costs. This will facilitate the Navy's ability to make educated investment decisions to attain peak combat readiness, for today and tomorrow.

Thompson offers this analogy, "To me it's just like being a tank commander who has his concerns about armor, fuel and using the appropriate shells for the mission. The network's armor is our firewalls and other security measures, its fuel is the Intranet, and its shells are the software we choose to use."

"The entire operation centers on increasing the Navy's warfighting ability through providing the right balance of maximized use of centralized networks like NMCI and ONE-NET while also applying the same rigor to operating and defending network capabilities we allow to be outside this central environment," concluded Miller. "We intend to make measurable and meaningful contributions to delivering efficient, secure networks and systems. Networks are indeed a weapon system, and we must operate them with the same rigor and accountability as we do our other weapons."

Additional CARS information may be found on the CARS Portal (https:\\gesportal.dod.mil\sites\carstf). Access requires a DoD CAC and user registration on the GES/Defense Online Portal (https:\\gesportal.dod.mil).

NETWARCOM STRATEGIC PLAN

Information Superiority *for the warfighter*

... a Framework for Decision-Making

By Donna M. Lacy
ETG team, Fort Meade, MD

Today's global climate has forced commanders to revisit current processes, review resource allocations, and adopt innovative ways to protect and defend the nation, while ensuring their missions remain aligned with Navy leadership's objectives. NETWARCOM must continue to make the right decisions in supporting the warfighter, and NETWARCOM's Enterprise Transformation Group assumed the task of developing a plan - a Strategic Plan - to set the direction necessary to lead the naval networks, information operations, and space domains and to deliver FORCEnet.

NETWARCOM is in the final stages of strategic plan development that will provide a tool and a framework for decision making and ensure resources are allocated appropriately and cost-effectively.

"We know the plan doesn't reflect everything we do, but it provides a framework in which everything fits. If it's not clear that what we're doing contributes to the command's goals, we must ask ourselves if it's something we should really be doing," said David Crowder, NETWARCOM's lead strategic planner.

Envisioning and developing NETWARCOM's future began with three elements – defining its purpose, vision and values. Several strategic plan working groups met over the last 14 months, and first defined NETWARCOM's purpose. The command exists:

Purpose: To ensure our leaders have the information, mechanisms, and technology to make rapid and well-informed effects-based decisions, to degrade our enemies' decision capabilities, and to influence the decision-making of others in all phases of operations.

It was next necessary to craft NETWARCOM's vision to describe the ultimate direction for the command:

NETWARCOM's superior information capabilities will drive joint force knowledge integration and implement network centric operations.

NETWARCOM's leadership also developed its values statement - what drives the organization and contains the hidden motivators that dictate

every decision and determine priorities. NETWARCOM's values are:

- *We are fleet/joint warfighter focused.*
- *We act with the utmost integrity.*
- *We are agile and responsive.*
- *We are adaptive.*
- *We are a team.*

The NETWARCOM staff worked diligently to develop these purpose and vision statements and to define command goals that address what the command intends to achieve. Because of the support of everyone within the organization, NETWARCOM's strategic plan is already beginning to establish a clear structure that will drive leadership clarity and alignment throughout the command and the domain.

To successfully develop the NETWARCOM strategic planning process, the ETG team interviewed and received critical input from top leadership, key stakeholders, customers, and service suppliers. From this information, the command's top level (or Tier I) goals were established in June 2006. Senior leadership - the commander, vice commander and deputy commander are responsible for the accomplishment of these six goals.

These goals represent NETWARCOM's responsibilities to U.S. Fleet Forces Command and the Chief of Naval Operations. Each goal is individually necessary to ensure success is a key area of responsibility.

These six goals, together, are collectively sufficient to indicate the overall progress and performance of the command:

Tier I Goals

- **Operate the Navy component of the Global Information Grid as a weapons system**
- **Extend and optimize use of Information Operations capabilities**
- **Ensure Navy fully leverages and influence Space capabilities**
- **Develop the workforce to achieve information superiority**
- **Implement NETWARCOM components of FORCEnet**
- **Achieve certification of Maritime Operations Centers**

In October 2006, NETWARCOM held a Strategic Plan Goal Review session. This session paid dividends as participants began to identify conflicts, appropriate ownership, and develop strategies (Tier II) goals to support the achievement of the individual NETWARCOM Tier I goals. This tiered relationship of goals has continued throughout the NETWARCOM organization with development of Tier III goals that define, at every level, what efforts and effects will contribute to the command's success. The end state has resulted in a hierarchy of goals that provide focus on the command's top priorities and ensure that necessary boundaries are preserved.

Command familiarity with NETWARCOM's Strategic Plan is also a necessary ingredient to its success. The NETWARCOM headquarters staff and subordinate activities should read and become familiar with this document to see the context of NETWARCOM's direction and priorities over the next five years. Moreover, with transition of most of NETWARCOM's civilian workforce to the National Personnel Security System, understanding how the command objectives relate directly to employees' roles and responsibilities is paramount.

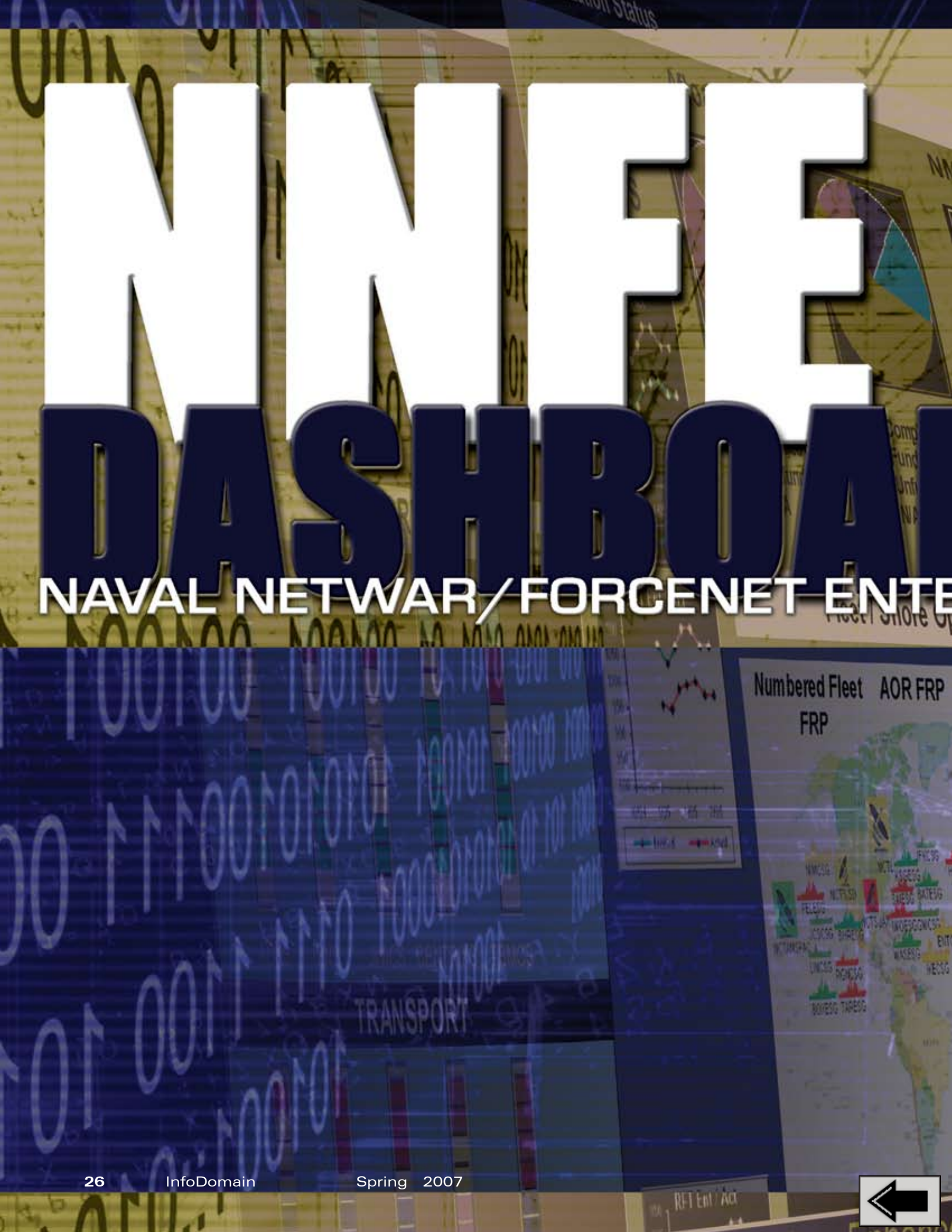
One last point to consider is that NETWARCOM's Strategic Plan is a living document - a working document that forms a stable framework for action, yet remains flexible as we pursue our goals. This plan can be modified at any time because that is the nature of our business - adapting to rapidly changing operational requirements to meet mission objectives.

"With the increasing demands for our services in an environment of tremendous change and limited resources, the need for a cohesive plan is more important than ever," said VADM James D. McArthur Jr., NETWARCOM's commander during a recent strategic planning off-site meeting.

"Success in delivering the effects outlined in this plan will increase the effectiveness and efficiency of the command, while improving the readiness of the warfighter," said McArthur.

The goals and strategies developed during the NETWARCOM Strategic Plan development process will provide the organization with priorities and a set of general guidelines for virtually all command decisions. With this plan, NETWARCOM is on course to be the authority in superior information capabilities that drive joint and coalition network operations.

For more information, and to review the NETWARCOM Strategic Plan, go to www.netwarcom.navy.mil.


NNFE
DASHBOA
NAVAL NETWAR/FORCENET ENTE
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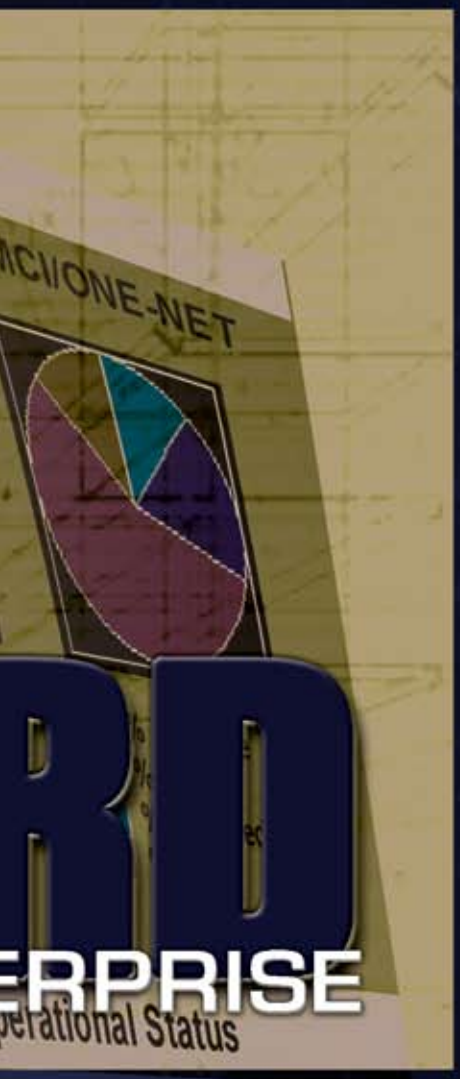


...bringing Information Gathering up to Speed

By MC2(SW) Christopher J. Koons
Illustration by Michael J. Morris

As information technology becomes increasingly integrated in its capabilities, the Naval NETWAR FORCEnet Enterprise Dashboard has replaced older, manual ways of gathering information with a lightning-fast approach.

"The Dashboard is an online tool for displaying data that gives us a current equipment readiness status using equipment casualty reporting information," said Richard Voter, acting head for NETWARCOM's training and readiness division.

Located on NETWARCOM's SIPRnet, the Dashboard is a classified application that is meant to deliver a "metrics dashboard viewing service," with decision support and metrics analysis features.

"It draws on authoritative data sources (such as SPAWAR) for equipment configuration, planned installations and current readiness," said Voter. "It also provides detailed information on the modernization status of ships in the fleet according to the fleet response training plan."

Construction on the Dashboard began in 2005 and was taken over by NNFE metrics team in February 2006. The system debuted at NETWARCOM in August.

"It was designed to replace the labor-intensive means of gathering information that had preceded it," said CAPT Treci Dimas, director of NETWARCOM's Enterprise Management (N5). "It's a point-and-click tool that doesn't need human operators."

According to Dimas, the Dashboard provides immediate service to anyone who uses it. "It operates in real time and always lists the current status of equipment across the fleet. Best of all, it doesn't need a body to come and constantly update it."

The Dashboard is still only at the beginning of its development, explained Voter, and it will soon possess a vast array of tools.

"We hope to keep expanding its capabilities to find more ways to support our jobs," said Voter. "It will eventually be able to let us look at members, supply and training readiness."

Those with access to the SIPRNet can find the Dashboard at https://geminii.spawar-chas.navy.smil.mil/GPPDashboard/MetricsDashboard/tabid/61/Default.aspx.

NNFE UPDATE

NAVAL NETWAR/FORCENET ENTERPRISE

Challenges, Opportunities for NNFE Year 1:

Designing a Network to Empower the Fleet

By Steven A. Davis, SPAWAR

FORCEnet began as systematic way for the Navy to optimize information for tactical advantage. Since the early days of the Copernicus concept, the role of the network and of technology was a means to an end rather than the ultimate goal. The "center of the universe" was, and remains, the warfighter: the challenge is to develop the most capable, effective network capabilities to allow warfighters to succeed in their missions.

Change is inherent in the world of systems development, which includes evolving technology, requirements and network-centric capabilities needed to address evolving threats around the globe.

Early in his tenure as Chief of Naval Operations, ADM Michael Mullen challenged Navy leadership to improve readiness, to become more efficient and to identify resources to recapitalize the future Navy. In response, each of the Navy's acquisition organizations that support the Air, Surface, Submarine, Expeditionary and Network communities realigned under an enterprise model to improve speed to capability for the fleet at the right cost.

"We can't stay bogged down in discussing network-centric versus platform-centric warfare," said Mullen in January 2006 at a major defense conference held in San Diego. "Everyone can agree that our fleet must encompass both networks and platforms. If we focus on capability first, the rest will follow. We must design the fleet to exploit the network and design the network to empower the fleet."

The NNFE Is Born

The Naval NETWAR FORCEnet Enterprise – the Navy's enterprise approach to implementing FORCEnet and delivering network-centric capabilities for the fleet -- was established to assess current network-centric capabilities, consolidate or eliminate systems where advantageous and to recapitalize funds for initiatives that will directly address the needs of Sailors and Marines. An undertaking of this magnitude required collaboration from across the Navy. The Naval Network Warfare Command, Office of the Chief of Naval Operations (N6), the Space and Naval Warfare Systems Command and a host of additional stakeholder organizations were called upon to make it happen.

Much of the NNFE's 2006 efforts have been focused on developing processes and metrics across the enterprise, such as capability based assessments and capability gap studies, to help the Navy better understand the costs of conducting business and how these costs relate to readiness. This approach will allow the enterprise to make better decisions when applying critical resources – both dollars and manpower – and provide the right products and services to the fleet faster and more efficiently.

"This has been an exciting first year for the NNFE, and we are already beginning to see the benefits of this collaborative effort," reflected NETWARCOM Commander VADM James D. McArthur Jr., who also serves as the NNFE Chief Executive Officer. "While we are still shaping alignment, we are always looking at resources, funding technology in the future and how we can meet fleet requirements. We are on the cusp of dramatic changes in C4I and making huge leaps in providing capabilities that support the warfighter."

NNFE's sister organizations -- the Surface Warfare Enterprise, the Undersea Enterprise, the Naval Aviation Enterprise and the Naval Expeditionary Combat Command -- have progressed through varying degrees of maturity. The more established enterprises, such as the NAE and the SWE, have been fully implemented throughout their respective communities for several years. The more

recently established enterprises -- USE, NECC and the NNFE -- are beginning to assess their communities' landscape.

One of the most difficult challenges for the enterprises has been to establish meaningful metrics to assess performance and change behavior. While other enterprises can lay claim to "Aircraft Ready for Tasking" or "Ships Ready for Tasking," the challenges are perhaps greater for NNFE because C4I capability, or command, control, communications, computers and intelligence, spans virtually all platforms in the Navy. The problem is further complicated by the fact that NNFE is not the sole provider of C4I capability within the Navy—a situation NNFE would like to change.

A preliminary set of metrics governing the measurement of effective C4I capability has been developed, but it is recognized by NNFE leadership that further refinement and definition of metrics is necessary before they can be published and evaluated by Navy leadership. A senior NNFE leadership offsite meeting took place in March to review and modify work done to date and to evaluate what remains to be accomplished in this vital area. It is one of the highest priorities of NNFE for its second year of operation.

Systems Engineering

The enterprise model is changing the culture of how FORCEnet products and services are delivered to the fleet. Success will be determined not through the eyes of the acquisition community but by stakeholders and customers.

SPAWAR Commander RADM Michael C. Bachmann notes that the definition of customers, the end users of products and services NNFE delivers, has expanded considerably over the past few years. Combat operations, homeland security and business applications must now be designed with an eye toward inter-Service and government agency interoperability, as well as the fleet. NNFE must ensure that the products and services delivered allow a variety of customers to carry out their missions. The key to which is built upon effective and aligned partnerships in order to maximize capability within cost and schedule.

Bachmann's role as NNFE's Chief Operating Officer "has afforded me the opportunity to work directly with the fleet in areas that in the past would have been considered outside of my lane."

Bachmann has established a corps of readiness officers who provide critical C4I updates to support deploying Carrier Strike Groups and Expeditionary Strike Groups. The readiness officers work with combat systems officers over the Fleet Response Plan cycle to ensure that systems are manned, the ship's crew is successfully trained and the material condition of the systems is as close to 100 percent as possible.

"That's been a real success story – our interactions with the fleet have been very positive," said Bachmann.

Results from the annual Trident Warrior series of operational experiments have also produced positive results, particularly in the field of Maritime Domain Awareness. Trident Warrior has assessed many technologies since its first experiment in 2003, a number of which have been "fast-tracked" to the fleet. Examples include Subnet Relay and High Frequency Internet Protocol, which are line-of-sight communication systems that support ad-hoc and common operational picture networking between U.S. and coalition forces.

Initiatives such as the Automatic Identification System, a maritime tracking and identification system for vessels based on similar principles employed by air traffic controllers, have proven their value both in terms of capability and rapid deployment. The Combined Enterprise Regional Information Exchange System-Maritime, which allows high-speed data exchange among coalition navies, has also been developed and fielded through Trident Warrior experimentation.

These capabilities significantly improve the ability of U.S. and coalition forces to work efficiently and effectively together and are another step on the road to establishing the "1,000 Ship Navy" as envisioned by the CNO.

CTM: Capture the Money

In May 2006, the CNO announced a realignment of the OPNAV structure in recognition of the critical role of networks today and in the future. A three-star Deputy CNO for Communication Networks organizations was established to serve as the principle advisor for network-centric, C4I, surveillance, reconnaissance, space, information operations, information assurance and

business information systems.

"Networking the naval warrior through communications networks has become a linch pin in effective leadership for the 21st century," stated VADM Mark J. Edwards, OPNAV N6 and NNFE Chief Financial Officer. "Getting the greatest return on the Navy's C4 investments requires a unified information technology strategy."

One of N6's first initiatives was to identify, migrate and reduce legacy systems in use throughout the Navy. This process is referred to as "capturing the money," or maximizing the Navy's investments in information technology.

Many of the legacy networks in use today use vendor-specific applications or hardware. Through the development of service oriented architecture, the Navy can identify a common set of core services that all applications can use. Thus, shore sites -- and particularly ships at sea, which have a finite amount of data storage capability -- can reduce the number of networks required to operate applications while concurrently increasing the number of applications that run on the reduced number of networks.

NNFE has embarked upon an ambitious course to deliver widespread service oriented architectures to the fleet. As Bachmann explained, "We want to get to the position where we tell the Marines, 'Don't bring your systems on board, just bring your software. We'll load it for you, we'll host it, we'll protect it and you will have uninterrupted service.' "

By reducing the number of networks needed to operate systems and applications, the Navy can then recapitalize resources into critical needs that the warfighter has already identified, such as improved bandwidth and satellite communication availability and real-time collaboration capabilities.

Reinvesting funds into Navy initiatives such as Sea Warrior, which allows Sailors at sea to complete "long-distance" education, training and orders processing requirements, is high on the list of NNFE priorities. "It is my intent to find IT investments that not only meet our warfighting requirements, but also provide our Sailors with the access they need to advance their careers and conduct their personal lives," said Edwards.

Today's bandwidth availability on Navy ships presents both mission and quality of life challenges. Edwards has noted that computers aboard aircraft carriers download information at 3.7 megabytes per second, while cruisers download at 0.64 megabytes per second and destroyers download at 0.128 megabytes per second. In comparison, the average college campus can download information at more than 45 megabytes per second and the average cell phone downloads at .4 megabytes per second.

Therefore, maximizing bandwidth is key to ensuring that a technologically savvy generation of Sailors and Marines is not disadvantaged while at sea. "It's hard for our new Sailors not to be discouraged when the find out that our cruisers, destroyers and frigates have less bandwidth then they typically have at home or on their cell phone," Edwards explained.

Looking Ahead

Shipboard and strike group networks have evolved from "nice to have" to an essential part of the sensor-to-shooter information chain. Not surprisingly, networks have further evolved into providing far-reaching quality of life, educational and recruiting / retention support. They are essential in coalition operations and in working with other federal agencies in support of homeland defense.

The dedicated NNFE leadership, and the organizations they represent, has made tremendous progress in understanding, defining and capturing the elements that go into providing C4I capability to the Navy-Marine Corps team. They have established discipline in the procurement process where there was little; they have brought rigor to discussions of capability, entitlements and requirements where there was none; and they have planned a roadmap for the future. The task will continue to be challenging because information technology is the fastest growing, most rapidly changing element of our society.

NNFE is dedicated to providing all these tools, and more, to the warfighter. The challenges are many, but the progress made in providing the right capability to the warfighter at the right time and for the right cost will be rewarding.

MAKING THE GRADE

NCTS Naples, Italy Sailor scores near-perfect on advancement exam

Story & photo by IT1 John W. Myers, NCTS Naples

Exam preparedness recently paid off NCTS Naples, Italy's own IT2 Hanny Hilal who not only advanced from third to second class, but aced the exam in the process. He scored an 80, putting him over 99 percent of the other Sailors testing in his rating.

Citing what he felt was a poor performance on his third class exam as his motivation, Hilal set forth with the simple goal of giving his best effort for his next exam. While deployed as an IA with the Combined Joint Special Operations Task Force Arabian Peninsula in Balad, Iraq, he immediately began his research and prioritized to achieve his goal. He credits the Navy Advancement Center as a great source that he frequently utilized.

Hilal remarked that while in Iraq he studied 2-3 hours a day for six months both before and after shifts, or when down time permitted. He said that he was still nervous before the exam, but his nervousness was washed away, because once the exam began … the content was familiar and easy to understand, so much so that he finished his exam in less than one hour. He is currently back at NCTS Naples, Italy.

A native of San Diego, Hilal joined the Navy in May 2004. Since completing boot camp and IT "A" school, he's served at NCTS Naples Italy. Prior to going to Iraq, he traveled to Ft. Jackson, SC, for Navy Combat Training. His hobbies are running, body boarding, and mountain biking.

IT2 Hanny Hilal on patrol near Balad, Iraq

TYCOM SOYs Announced

NETWARCOM recently announced the TYCOM-level Sailors of the Year, picking a Sea and Shore SOY out of 10 candidates.

During the week leading up to the announcement, the candidates participated in many interviews, plus toured the USS Wisconsin in downtown Norfolk, VA and the Naval Expeditionary Combat Command, and attended a reception at the home of VADM and Mrs. McArthur.

NETWARCOM's Sea SOY will now compete at the Fleet Forces Command level, and the Shore SOY at the VCNO level. The final four CFFC SOYs (Atlantic, Pacific, Shore, Reserve) will be meritoriously advanced to chief petty officer.

Shore Sailor of the Year
YN1(SW/AW) Dustin Boulware, NIOC San Diego

Sea Sailor of the Year
CTI1(AW/NAC) Shénéqua Cox NIOD Kaneohe Bay, HI

Copernicus AWARD

NETWARCOM Officers receive WEST 2007 Copernicus Award

By NETWARCOM PAO

Two members of Naval Network Warfare Command's staff, CDR Tony Parrillo and LCDR Jacqueline V. McElhannon, recently joined 24 other recipients at the Armed Forces Communications and Electronics Association's (AFCEA)West 2007 Conference in San Diego for this year's Copernicus awards.

The award, co-sponsored by AFCEA International and the U.S. Naval Institute in San Diego, is presented annually to Sailors, Marines, Coast Guardsmen and civilians who demonstrate superior performance in a C4/IT-related job.

Parrillo is the Trident Warrior series of experiments director as well as the director, Current Year Experimentation Division, Innovation and Experimentation Directorate of NETWARCOM. Additionally, he serves as the officer in charge of the FORCEnet Execution Center.

During TW06, Parrillo directed the development and fleet introduction of an unclassified Crisis Preparedness and Response Network to include a collaborative common operational picture with static infrastructure data, dynamic Automated Identification System tracks, real-time weather, national imagery and vital emergency response data.

This network is now the primary unclassified response network for U.S. Northern Command and the U.S., 2nd Fleet. During this event, Parrillo

also led ship-to-ship laser network capability testing, successfully passing data at 300 mbps while automatically maintaining ship-to-ship lock-on. This experimentation resulted in increased funding and accelerated testing that significantly contributed to global maritime awareness.

Parrillo attributes the achievements of the Trident Warrior series to the work of many organizations and individuals.

"This award is a testament to the whole Trident Warrior team and all their hard work. My ability to be successful rests on the shoulders of many dedicated military members, and the government civilians and contractors that support me," he said.

McElhannon deployed to Iraq in August 2006 to serve in a joint billet as director, Network Operation Center. She is currently in charge of efforts to coordinate the first high-speed wireless communications circuit connecting Gulf Region Division Headquarters to Gulf Region Central Headquarters with a relay site.

Her work continues as well, as her team strives to create a circuit that will provide high-speed computer connections and high-quality voice over IP telephones, ensuring warfighters receive the best combat information technology support possible. The speed of wireless networks allows work that used to take hours to be accomplished in minutes.

(Left to right) *retired VADM Herb Browne, president and CEO AFCEA International; CDR Tony Parrillo, NETWARCOM; retired Maj.Gen. Thomas L. Wilkerson, USMC, CEO USNI; and the Honorable Duane P. Andrews, chariman of the board, AFCEA International.* (Photo by Michael Carpenter)

AFCEA recognizes Sailors, Marines, Coast Guard and Civilians' Contributions

By NETWARCOM PAO

The Copernicus award was established in 1997 as a result of a discussion between Air Force retired Lt. Gen. C. Norman Wood, then president and CEO of the Armed Forces Communications and Electronics Association International, and the late VADM Art Cebrowski, who was the Navy N6 at that time.

The name for the award came from the Copernicus Architecture used as the blueprint for the future C4I structure of the Navy. Recipients are selected based on their sustained superior performance in a C4I/IT-related job. The selections are made each year by Navy judges who review applications from the departments of the Navy and Coast Guard, including active duty and civilians. AFCEA presents the awards at their annual Western Conference held in San Diego each winter.

While the award was established in 1997, its history with AFCEA goes much farther back. The Copernicus Architecture (shifting the center of the universe) was drafted in December 1990, under the direction of the Navy's VADM Jerry O. Tuttle. It was explained in the August 1991 *Signal* and in the AFCEA International Press book *Naval Command and Control, Policy, Programs, People and Issues* (December 1991).

This revolution in post-Cold War Navy C3 thinking, but without the name Copernicus, first appeared in the August 1988 *Signal*, in *Strategic C3 Systems for the 21st Century*, by Tuttle. A review of that architecture contains issues that resonate and are unsolved today.

It predicted "*prolonged regional conflicts in the Middle East and Persian Gulf* **…** a *scramble for intelligence* and *resultant inundation of information*." It called for a modular approach to software with data in a *common binary format* and *open system architectures*. It also recommended shifting investment away from *stovepipe, vertical, end-to-end systems*, in favor of *horizontal building block programs* and *with off-the-shelf commercial equipment*.

The review stated *the requirement for joint interoperability is greatly magnified in C4I systems, especially in the contingency and low intensity conflict environments … where a joint task force commander is likely to be the tactical on-scene commander.*

Cebrowski (a follower of Tuttle) was honored in 2003 with a special award of merit for initiating these awards. His last major address was at WEST 2005 after leaving as the first Director of the Office of Force Transformation.

The U.S. Naval Institute and AFCEA recognized 26 individual Sailors, Marines, Coast Guardsmen and civilians at WEST 2007 for continuing to demonstrate in operations that Copernicus remains relevant today.

For information on the Copernicus Award, contact Katrina Hubbard at (703) 631-6147 or khubbard@afcea.org.

Decorations and Special Recognition

NNWC HQ

Legion of Merit

CAPT Dana R. Potts

Meritorious Service Medal

LCDR Barry W. Cook
LCDR Julie R. Schuchmann
CMDCM Thomas L. Shields

Navy/Marine Corps Commendation Medal

LCDR Joseph R. Baich
YN1 Daniel R. Boyd
ET1 Kenneth Brown
LCDR Christopher G. Bryant
CTRCM Pamela R. Buelow
ETCS Quintin Carson
CTMCM Rhonda G. Haggerty
CWO2 John A. Hartline
CTICM Frederick W. Nanamaker
CEC Marianito J. Rosal
IT1 Breard Shaw Jr.
CTR1 Patrick G. Wolfrey

Navy/Marine Corps Achievement Medal

CTM2 Robert S. Bendick
CTI2 Joseph L. Brown
ET1 Kenneth Brown
CTN2 Robert C. Byrdsell
IT1 Reynaldo Carrejo
IT2 Ryan J. Collins
IT2 Phillip D. Cuyler
CTR1 Joshua M. Dufault
CTR1 Robert D. Evans
CTM2 Kenneth C. Frank
CTR2 Jason C. Gebert
CTR1 Joshua E. Gharst
IT1 Curtis W. Glaser
CTM1 Mathew J. Hall
ET1 Stephen K. Morimoto
CTR2 Jennifer M. O'Rourke
CTN2 Daniel L. Patterson
IT2 Jonathan S. Pollard
CTR2 Al E. Ramon III
IT2 Conrad A. Rockenhaus
IT1 Patricia M. Roman
CTR2 Adam D. Schmidt
CTN2 Donald J. Streer
ET2 Donald J. Trudeau
MC2 Jesus A. Uranga Jr.

Civilian Length of Service Awards

Peter Blouke, 10 years
James Smith, 10 years

NCTAMS PAC

Meritorious Service Medal

CMC Gary Bernhard
CMDCM Thomas Shields
LT Kenneth R. Smith

Joint Service Commendation Medal

CTR1 Todd D. Cunningham
IT1 Phillip Hernandez

Navy/Marine Corps Commendation Medal

ITC Lisa M. Albrecht
LT Larry Coyne
LT Samaria M. Hunter
ITC James B. Ewens
ETCS Nina Green
CE1 William Hillman
ETC Christopher M. Hudson
CWO3 Eric J. Labaczewski
LCDR Darron D. Lee
IT1 Stanley Lovelace
ETC Frank H. Marino III
CE1 Davy Nito
UTC Shane D. Ouimette
UT1 Bernard J. Risbon
CWO4 Danzie Ruffin
ETCS Barbara Ryan
ITC Douglas P. Soehl
LCDR Bienvenido Tapang
IT1 Stephanie Whitlow

Joint Service Achievement Medal

CTI2 Heather R. Bagin
IT2 Kathryn Joiner
IT2 Ashley Warner

Navy/Marine Corps Achievement Medal

IT2 Glenn A. Ames
IT2 Angel P. Arcinega
LCDR James B. Bohn
IT3 Julie Bossers
IT1 Virgil J. Brewer
IT2 James W. Brown
IT2 Michael L. Brown
T2 Jessica L. Camacho
IT1 Javier Castro
IT2 Ryan Collins
IT2 Curtis J. Condon
IT2 Jaime A. Corretjer
IT2 Thomas Dockery
EN2 Milcon E. Dumlao
ITC Romere Ellis
IT2 Matthew G. Friesen
IT2 Ruth Fukuda
IT2 Alicia Glenn
IT1 Anitra Hendricks
YN1 Lynette A. Hoff
IT2 Eron J. Holley
CC Ricardo Huertas
IT3 Brent T. Jackson
PC3 Shatrina Johnson
IT2 Charles Jones
IT2 Mark A. Jupiter
IT2 Nichol R. Klee
IT2 Shawn Kurkowski
OS2 Jefferson E. Lanier
ITC James L. McCarty Jr.
IT2 Patricia S. McLelland
LT Darin Marvin
IT1 Zane Meadows
ITC Leslie J. Miller
IT2Shaun Mulkerin
ET3 Antonio L. Munoz
ET2 Michael Odom
ET2 Bert Olvaleson
IT2 Alicia R. Peakemayberry
ET2 Fernando Robinson
ET2 Victoria A. Schuchart
IT2 Niki J. Scurry
IT2 Deonte T. Singleton
CE1 Derrick Stephens
IT1 Bernard Thacker
ET1 Maurice Valcourt
IT1 Joseph F. Valencia
CTN1 William Vanhousen
CE1 Juan C. Vaquers
IT1 James Wade
ET3 George Wachter
LTJG Huston Weems
SK1 Derek A. Weisberg
IC2 John Welch
ITC Ward G. Wheatly
IT2 Anrdew D. White
ITC Tineasha Y. Woods
IT3 Rudy Woods
IT2 Fulton Wright
IT2 William C. Wynn

(Left to right) *John Lussier, acting DoN CIO; Jim Granger, NCDOC, Prometheus development team and Dave Wennergren, DoD deputy CIO pause for a photo opportunity with Granger's special award at this year's West 07 Copernicus Awards in San Diego.* (Photo by Michael Carpenter)

Decorations and Special Recognition

NAVY INFORMATION OPERATIONS COMMANDS

Defense Superior Service Medal

CDR Mark E. Kelly

Defense Meritorious Service Medal

CTR1 James D. Broderick
CTR1 David T. Diggs
CTRC Trisha F. Dixon
CTA1 Dana M. Erwin
GySgt Roger J. Esteban
CTOC Robert L. Hester
CTMC Robert L. Hoskin
LT Kenneth J. Kurz
CTACS Ruth E. Langlois
CTTCS David L. Myers
CTICS Vincent A. Myers
CDR Matthew J. Needleman
CDR Jill M. Newton
CTRCM Anthony T. Perez
CTRC Saadiq M. Pettyjohn
CTACS Sharon D. Tull
LCDR Henry M. Vegter Jr.

Meritorious Service Medal

CTRC Jon M. Babiak
CTT1 Jamelle L. Billups
CTT1 Alyssa Childers
CTI2 Sarai Cordova
CAPT Robert M. Craig
CDR Lou Anne DeMattei
CTT1 Patterson F. Fuselier
CTA1 Anthony B. Iadevaia
CDR Thomas J. Lopez II
CDR Reece D. Morgan
CDR Jeffrey K. Nelson
CTR2 Michelle B. Rohdy
CDR Jeffrey H. Robinson
LCDR Julie R. Schuchmann
CTR1 Mathew H. Whitman

Joint Service Commendation Medal

CTA1 Irana L. Abrams
CTI1 Stephanie B. Batchler
CTRC Larry D. Bates
CTN2 Laura M. Baxter
CTO1 Teresa F. Bergeron
CTR1 Jerry Cantwell
CTR2 Angela L. Chamberlain
CTT1 Juel A. Collins
CTI2 Michelle L. Covert
CTR1 Todd D. Cunningham
Capt Brett H. Eberhardt
CTA2 Jennifer A. Fairlie
CTT2 Kasey A. Fly
CTI2 Laura A. Folk
CTO1 Stacy D. Frazier
CTIC Robert Gonzales
CTN2 Peter W. Gregel
CTI1 David B. Hansen
CTM2 Edward L. Harless
Sgt Curtis U. Helsley
CTMC Judith M. Johnson
CTI2 Brandon H. Johnson-Quintard
QM1 David B. Knox
CTI1 Lisle M. Koehler
CTIC Michael J. Kraft
LT Robert A. Lane
CTM1 Annette G. Lanham
CTA1 Tara V. Leverett
CTR2 Matthew R. Logan
LTJG Jonathan D. Lohn
CTR2 Jahayra D. Lopes
CTR1 Gregory K. McCray
CTR1 Daniel J. Meadors
CTIC Paul M. Mileski
LT Scott D. Milner
CTI2 Matthew O. Monroe-Jimenez
CTO1 Hugh M. Moore III
CTI1 John W. Nelson III
LT Kevin C. Norton
IT2 Ada G. Pacheco
CTI2 Susan S. Park
CTN1 Beulah A. Parks
LT Karen Y. Patterson
CTRC Dennis L. Peka Jr.
CTT1 James R. Prahl
IT2 Jonathan M. Rickard
CTIC Michael A. Rivera
CTO1 Shataro S. Rouland
CTI1 Stefanie R. Schreiber
CTI1 Eric J. Schwarze
CTM2 Troy H. Shimamoto
CTI1 Christina C. Simpson
CTI2 Andrea M. Slothower
CTI1 Mara L. Stewart
IT2 Tommy L. Thompson
CTI1 Kim Huong T. Tran
CTAC Joseph P. Villarreal
CTI1 Hayley B. Wade
AG1 Lavergne A. White
CTOCS Kevin Whitehead
CTT1 Terrell W. Wilkerson
CTR2 Sarah M. Williams
CTI2 Jennifer A. Wohlman
CTR2 Kris E. Yule

Navy/Marine Corps Commendation Medal

LCDR John Bos
ENS Anthony C. Cagle
CTNC Diana L. Chernicky
CSC Neil V. Coffman
CTNCS Christopher H. Dale
IS1 Joshua G. Devers
LCDR Scott D. Duarte
CTIC Amanda M. Edgington
ITCS Angela J. Elder
LCDR Ernest P. Eldredge
CTT1 Matthew P. Ellmore
LTJG Neil R. Flanders
SK1 Robert W. Genschorck
CDR Joseph R. Giesemann
LT William K. Gilmore
ITC Robert J. Goad
LCDR Bobby L. Hand Jr.
CTM1 Chaka O. Harris
CDR Christina C. Hartigan
CTR1 Charles C. Heilig
LT Devin L. Hibbitts
CTIC Brendan M. Hiers
LT Aaron L. Hill
CTTCS Scott E. Hornback
LT Gregory W. Horshok
CTIC Edmond A. Janostak
CDR Robert Y. Jelescheff
CTR1 Christopher D. Johnson
CTT1 Jabari A. Johnson
ITC Welton Lawrence Jr.
CTR1 Patrick J. Leighton
CDR Deborah A. Leshinski
CDR Mark H. Lokay
ITC Maria T. Lopez
CDR Joseph R. Lyon III
CTRC Camille S. Lyons
CTICM Bradley E. McNamar
CEC Roy A. Martinez
ETCM John D. Mattox
CTRC Eduardo J. Mejias
CDR Daniel S. Moffit
CTNCS Jennifer A. Moody
LCDR Glenn E. Murray
CTM1 David B. Nagle
CTM1 Mace R. Nichols
IT1 Michael J. O'Neil
LT Andrew J. Paige Sr.
CTTCS Kenneth J. Pallutch
CTRC Michelle L. Pallutch
CTI1 David J. Phillips
IT1 Jermaine I. Profit
LT David T. Purkiss
LCDR Christopher Quick
CTR1 Richard D. Rice
CTN1 Brian Swift
ITCS Edward Sexton
CTRC David Stearns
CTR1 Katherine A. Rausch
ETC Eric L. Seawright
ITC Herb E. Scott
CTICM William P. Singer
CTRC David S. Smith
CTOC Edward T. Snead
LCDR Kevin L. Steck
CTR1 Troy A. Strebin
CTAC Jay M. Stucki
CTMC Norbert W. Sutherland III
MMC Wheeler Sweat III
CWO3 Mark A. Szumowski
CTAC Franswya M. Talbert
CTIC Max R. Thomas
CTM1 Anthony E. Vaneman
CTN1 Mary C. Warren
LT Willie Washington
CTOCS Kevin T. Whitehead
CWO3 Matthew D. Wilson

Army Commendation Medal

CTR3 William Walker

Joint Service Achievement Medal

CTI2 Adrienne M. Anderson
Sgt Christopher A. Anderson
CTI2 Neva K. Anderson
Cpl George R. Baron
AB2 Jeffrey A. Bennett
CTI1 Charles K. Biles
CTI2 William C. Brant
Sgt Joshua C. Brown
CTR2 Vernon L. Brown
CTR1 Amanda L. Buchanan
IT2 Jose J. Burgos
CTI2 Opal L. Carlson
CTI2 Kelle E. Carry
CTI2 Vanessa D. Chapman
LCDR Colin W. Chinn
CTI1 Deborah A. Cserep
CTR2 Jason B. Dake
Cpl Thomas O. Davies
CTN2 Rodney L. Davis
CTI2 Marcella L. Florence
CTI1 Michael J. Foster
Sgt Mark A. Fulling
CTT1 James M. Gose
Cpl Kevin N. Hall
CTI2 Randi J. Hardy
ITCM Daniel C. Harrington
CTRC Erika Haws
CTI2 Caitlyn N. Hebda
CTI2 Sharon L. Hunter
CTO1 Michelle R. Hunter
CTI2 Anthony R. Jenkins
CTN2 Walter B. Keen
Cpl Randall J. Kennedy
CTM2 Amanda A. Kirschner
CTR2 Heather E. Klotz
Sgt David J. Koch
LTJG Michael R. Krueger
CTI2 Noelle D. Lloyd
IT3 Joseph L. McGill
CTI3 Amorita L. Malagon
CTI1 Felix M. Medina
LCpl Matthew A. Miller
CTR1 Willie A. Mitchell Jr.
CTI2 Sylvia M. Moreta
CTR2 Donald R. Musgrove
CTR1 Christopher R. Nine
CTI2 Ciera M. Ortiz
CTR3 Arnold A. Pascucci
CTI2 Erin L. Phares
CTI2 Kalilah N. Richardson
CTM2 Tivon A. Rivers Jr.
CTOC Brent S. Robinson
IT3 Michelle R. Robinson
Sgt Michael A. Rodeheaver
CTM2 David L. Salzman
CTR2 Brady G. Sanderson
CTT2 Frank L. Sexton
CTR2 Bruce A. Shaw Jr.
LCpl Joshua Sheldon
CTR1 Tabitha E. Silcox
CTI2 Rocio J. Silva
LTJG Malcolm C. Smith

CTR1 Justin L. Staley
CTR3 Ryan A. Strong
CTR1 Donald E. Thompson
CTI2 Christina A. Tice
CTI2 Hanh B. Tong
Capt Scott B. Townes
CTN2 Richard D. Vavra
Cpl Alexander M. Vinson
CTT2 Benjamin Walker
CTI2 Peter Ward
CTI2 Jennifer M. Wendorf
CTN2 Erin L. Williams
CTI2 Jeffrey B. Williams
CTR2 Jenny I. Williams

Navy/Marine Corps Achievement Medal

CTR1 Venise L. Abell
LT Timothy C. Anderson
IT3 Joel S. Armitage
CTT1 Ryan M. Arnold
CTR1 Jon K. Atterbury
LTJG Lisa J. Augustyn-Castro
CTM1 Jennifer M. Ayres
ITC James R. Bailey
CTRC Robert L. Balsam
CTM2 James V. Banning IV
CTT2 Louis J. Baxter
CTM1 Jeffery D. Black
CTA1 Jonathan M. Blake
CTI2 Daniel T. Blauwkamp
CTR1 Glenn N. Boatwright
CTM1 Robert T. Bowman
LTJG Michael R. Brodhead
CTA2 Derrick A. Broussard
IT1 Curtis J. Buzard
CTN2 Scott J. Caldwell
CTR2 Dan A. Camacho
CTR3 Katheline Camacho-Muniz
CTR2 Jason B. Carey
CE1 John A. Carpenter
CTRCS Xavier B. Carter
CTRSN David E. Castillo
CTR2 Joshua Chaney
LT Melissa M. Clarady
CTR1 Scott E. Clark
CTTC Shawn M. Clayton
CTT1 Edward F. Clifton
IT2 Matthew M. Colvard
CTR2 Delores Cooper
CTI3 Alexander R. Cordier
LT Gloria E. Cox
CTA2 Adam C. Crismond
IT1 Misty K. Croughen
CTR3 Reuben V. Cuenca
CTI1 Matthew R. Culbertson
IT1 Jason A. Curran
CTT2 Steven M. Curry
CTR2 Jermaine M. Daniels
CTA1 Curtis M. Davis
LTJG Nicholas L. Davis
CTN2 Brandon R. Desimone
CTI1 Pamela M. Devoto
CTI1 Angel A. Diaz
CTN1 Dana P. Dice
CTN2 Amy M. Dice
CTT3 David J. Diehl
CTR1 Paul J. Dowd
ET2 Marianne N. Duplon
CTM1 Justin C. Eason
CTA2 Earl L. Eaton
CTA2 Laniya R. Edwards
CTA2 Larry F. Eldridge II
IT2 Mandy K. Ellisishikawa
IT1 John T. Ernest
CTA3 Anthony D. Fenwick
CTN2 Desmond R. Ferrell
CTI2 Steven D. Finch
IT1 Christopher M. Fitzsimmons
CTR2 Kirkland J. Follis
CTAC Gilda D. Foran
CTT2 Owen M. Fraley
CTN2 Jimmy D. Frederickson Jr.
CTR2 Tyler E. Gail
IT1 Juan G. Garcia,
CTT3 Anthony M. Gow
CTM2 Cecil L. Greenwell
IT1 Steven R. Greer
CTR1 Felix O. Guzman
CTRC James E. Hall Jr.
CTR2 John T. Hammonds II
SK2 Jaclyn S. Harden
CTA3 Michelle R. Harig
CTR1 Amy L. Harper
CTN1 Michael D. Hawley
CTR2 Shane M. Hebzynski
CTR1 Travis G. Henson
CTM2 Paul M. Hicks
CTIC Brendan M. Hiers
ET1 William R. Hiltabrand
CTT1 Jason R. Hockman
CTI1 Ryan M. Hodler
IT1 Johnnie P. Hoffacker
CTO1 Joseph R. Hoffman
CTR1 Donald J. Holmes
IT2 Frank L. Hornback
CTT1 Jerome E. Hughs
CTM2 John A. Huser
CTR1 Randie M. Hylton
CTA3 Kerri M. Ippolito
CTI1 Jamie E. James
CTN1 Clifton L. Jackman
CTA2 Cora K. Jaques
LCDR Dinchen A. Jardine
CTI1 Keith C. Jay
ITC Michael A. Jeffries
CTN1 Jeremiah D. Johnson
LTJG Christopher D. Johnson
MAC Reuben A. Johnson
IT2 Charles C. Jones
CTM2 Curtis M. Jordan Jr.
CTI1 Erich H. Keough
LTJG Tricia A. Kiyoshi
CTM2 Kirby C. Knopik
CTRC Marion A. Knowles
IT1 Sean M. Kyzar
CTN2 Adam R. Labotka
CTR2 Samantha N. Lavine
CTI2 Bryan R. Leblanc
LTJG Kevin C. Lien
LTJG Matthew L. Lindsay
CTR2 Christopher P. Liserio
CTT1 Corey D. Lively
CM1 Patrick T. Lowder
CTI1 Marcella D. McCoy
ITC Michael P. McKenna
CTT2 Matthew D. McKinney
CTI2 Kathleen M. McKinney
CTN1 Shannon N. McQueen
CTR1 Andrew R. Maggard
CTI2 Michael R. Marciello
ITC Angel N. Martin
LT Nick D. Martinez
LT Daniel E. Meleason
CTN1 Mark R. Megna
IT1 Christopher J. Meyer
LT David M. Michalak
CTM1 Nathan D. Mitchell
CTA2 Kevin E. Moore
IT1 Kristina L. Montgomery
CTRC Jennifer L. Moulton
LT Micah D. Newton
CTA2 Michell W. Nielsen
CTI1 Diana Nieves
LT Geronimo Nuno
ET2 Bert J. Olaveson
IT2 Luis M. Otero
ET2 Robert L. Palmer
IT2 Sean E. Palmer
CTR3 Joel M. Parker
CTR1 Brian K. Peterson
CTO1 Kenneth L. Phillips
CTR1 Eric Phillips
CTI1 Michelle M. Piedra
ITC Michael J. Pittenger
ETC Lonnie L. Porter
IT1 Christopher M. Porter
CTR1 Timothy J. Putman
IT1 Dennis J. Reinhardt Jr.
CTIC Carlos J. Rios
CTTC Javier T. Rivera
CTM2 Ismael Riveracruz
IT1 Sonya A. Robinson
CTM2 Hipolito Roblesplumey
CTI2 David S. Rodriguez
CTM3 Michael J. Romines
CTR1 Joshua D. Roundy
CTN2 Ian M. Rubstello
CTA1 Melissa D. Salley
CTT1 Jeffrey P. Sanchez
CTI1 Laurence G. San Juan
CTR2 Nathan M. Shutt
YNCS Sandra M. Sims
CTM3 Erin E. Sinclair
CTN2 Mitchell L. Smith
CTRC David S. Smith
CTI2 Virginia Soto
CTR1 David A. Steed
CE1 Derrick D. Stephens
CTRC Martin C. Stewart
CTTC Garrett L. Strzok
LCDR Brian S. Talicuran
CTA2 Monita S. Taylor
LTJG Justin J. Testa
CTR1 Alexander H. Thomas
CTTC April H. Thomas
CTT1 Virgilio D. Tumaneng
CTR2 Joseph E. Van Oosterhout
CTR1 Shawn M. L. Vick
LTJG Luke J. Vogel
CTM1 John W. Waddell II
LT David E. Wahl
CTI1 Michael C. Wang
CTI1 Chad M. Weinburger
CTR2 Curtis L. Wideman II
CTM3 Brandi L. Wheeler
LTJG James A. White
CTI1 Tricia L. Whitmire
CTM1 Chauncey L. Wilder
IS1 Demarcus L. Williams
CTM1 Ronald E. Woideck
CTI1 Nolan D. Workman
CWO3 James L. Wright
NC1 James H. Yoakem
CTI1 Leonard A. Young

Decorations and Special Recognition

NCTAMS LANT

Defense Meritorious Service Medal

YN2 Johnuar V. Villaraza

Navy/Marine Corps Commendation Medal

ET1 Gregory S. Althoff
LCDR Emma J. Brown
CWO3 Maurice Brown
CMDCM James D. Brown
LCDR Darian T. Caldwell
ITCS William L. Coleman
IT3 Russell W. Davies
LCDR Michael Dewalt
LCDR Michael S. Dorris
LCDR Steven H. Early
ITCS Angela J. Elder
CWO4 Wayne L. Elliott
ITCS Gary Frazier
ITCS Larry L. Hagerman
MAC Kimberly A. Kadish
IT1 Todd Kaltenborn
ITC Bryant K. Law
ITC Welton Lawrence Jr.
ITC Maria T. Lopez
CDR Daniel S. Moffit
SKCS Lorraine M. Moyer
LCDR Calvin E. Ponton
ITC Robert Ramos
ITCS Antonio Robinson
LT Stephen C. Tipton
ET1 Austin J. Wallace
ITC Gina F. White

Navy/Marine Corps Achievement Medal

IT1 Anthony S. Allen
ET3 Lanaell Anderson
IT3 Ryan P. Arnette
IT2 Adam A. Atkins
LT Peter J. Avitto
ET3 Osvaldo A. Barrientos
IT2 Timothy C. Beal
IT3 Juanita R. Beal
ET1 Victoria R. Bird
FC1 Ronald D. Blakley
CE1 Charles W. Bohannon
ET2 Michael D. Boone
IT3 Zebulon T. Brackman
IT2 David L. Bradley
IT1 Everett E. Breakall
ITCS Sharon Brightwell
IT3 Geoffrey A. Brock
IT2 Samuel Brown
IT1 Kenneth Burroughs
IT2 Jason R. Bury
EN2 Hector F. Cadavidmontoya
IT2 Monique Calvert
IT1 Reynaldo Carrejo
IT1 Shawndra D. Carzola
CE2 Jose L. Castilloloya
ET3 Edward J. Cedor III
ET2 Eric J. Champlin
IT2 Kristopher W. Charles
IT2 Chris Christopher
IT1 Jarrad K. Cofield
IT2 Nakeitha D. Coleman
YNC Matthew T. Connelly
IT1 Evelyn A. Culla
IT1 Chalecha L. Cunningham
IT2 Phillip D. Cuyler
IT2 Dewayne Cuyler
IT3 Russell W. Davies
CE1 John M. Davis
ETC David S. Duerksen
IT1 Derek M. Duke
ETC Brent C. Dunagan
IT1 Jacob Edward
SK1 Mark K. Etheridge
ET1 Marie H. Faulkner
IT1 Matthew Favila
ET1 Thomas R. Fetter
IT2 Joseph Frank
ET3 Derek S. Freeman
IT2 James E. Gaines
IC1 Jerry I. Garhart
IT1 Danny J. Glidden
ET1 David L. Gonzales
IT1 Elisabeth A. Gonzales
IT1 David D. Gow
IT1 Gerald Gray
IT3 Haven A. Greene
IT2 Jonathan Greenfield
ET3 Gason P. Gregor
CE1 Levi M. Gustafson
IT2 Kori D. Gwen
IT3 Jennifer M. Hader
ET2 Christopher L. Hatem
ET2 Scott M. Hallahan
IT1 George W. Herbert
IT2 Sherri Hill
IT2 Justin R. Hinkle
IT3 Larry W. Hutto
CE1 Uerial E. Irby
IT2 Randall G. Jacobs
IT3 Aaron M. Jens
IT2 Edd Jones
IT1 Patrick M. King
ET1 Kevin J. Kronewitter
IT1 Jacob E. Kuehl
ET1 Richard P. Laffoon
IT1 Jeffrey Lassard
IT1 Roger B. Lewis
IT2 Michael S. Ludewig
IT2 Jennifer A. McCluney
IT3 Reggie J. McNeil
IT3 Matthew H. Maitlen
IT2 Adriana N. Mares
ICC Thuel J. Martin
ITSN Michelle T. Morbauch
EMC Alexander L. Murphy
YN1 Brian A. Niblack
ET3 Jesse T. Osburn
IT1 Kenyatta M. Pace
LT Carmelo M. Quijano Jr.
IT1 Antonio J. Rios
IT2 Conrad A. Rockenhaus
IT1 Edwin Rodriguez Jr.
IT1 Patricia Roman
IT1 David J. Rosinski
IT1 James M. Ruffin

(Left to right) *IT1 Kristina Montgomery, Wayne Truxillo, chair, armed forces committee and MM3 Jimmy Fagan pose for a photo opportunity at the recent Military Recognition Ceremony hosted by Hampton Roads' Chamber of Commerce. Both NCTAMS LANT sailors joined more than 130 other honorees from 50 local commands at the event.*
(Photo by CMDCM Ronald D. Chappell)

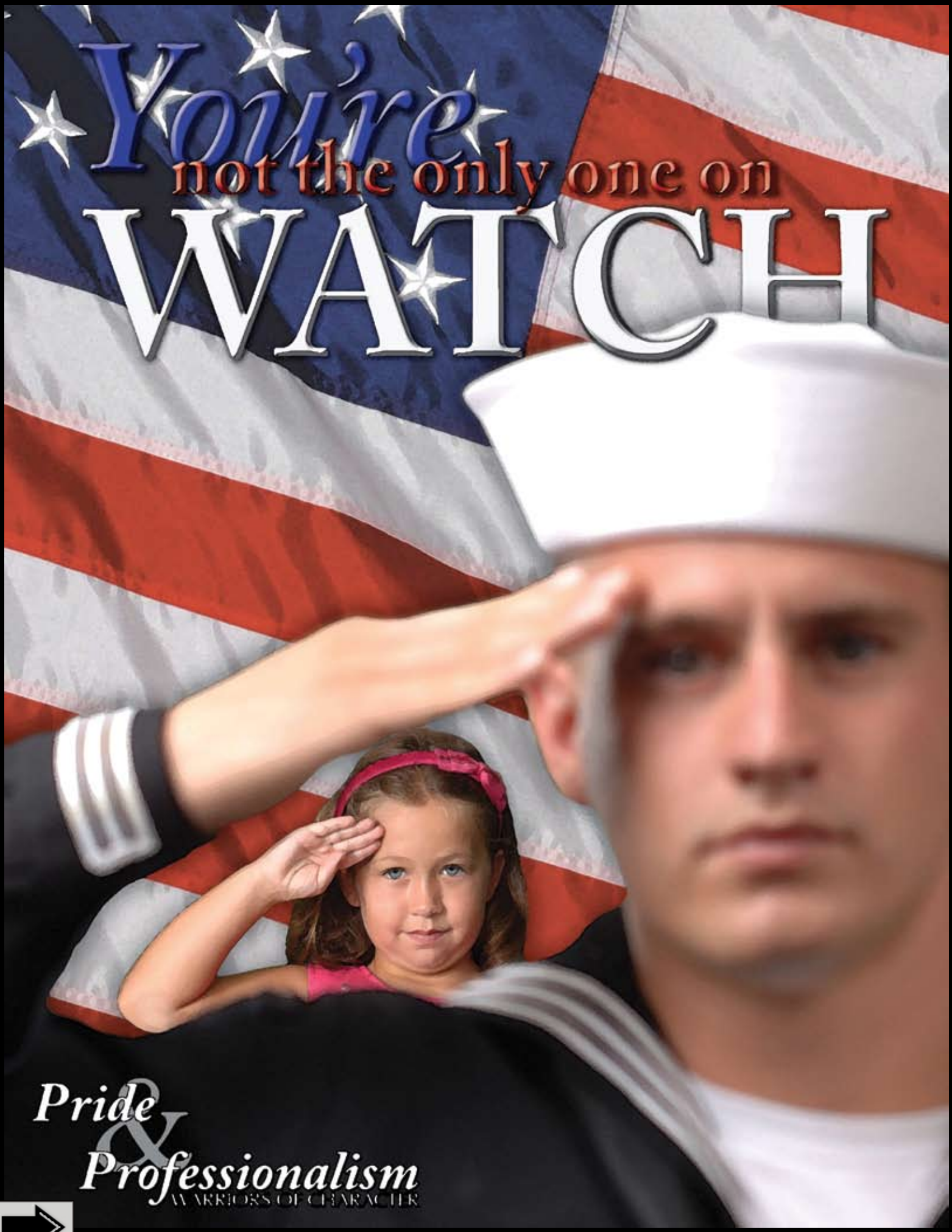
LT Paul M. Salevski
IT1 Richard Santiago
IT3 Anthony Scaffidi
IT2 Franklin E. Shaw
ITC Anthony W. Short
IT1 Daniel F. Sienicki
IT2 Jamie R. Smith
IT1 Eric W. Sprague
IT3 Joshua D. Stinar
IT1 Ramon M. Stone
IT2 Brian A. Stowers
IT2 Rabiah S. Sullivan
ITC Latwaine Sweeper
IT2 Bryan M. Talbott
IT1 Alberta D. Tew
YN2 Christian C. Thomson
IT2 Jordan Toran
IT1 Christina R. Tourville
ET2 Joseph M. Troutman
IT1 Edward W. Tucker
LT Linda D. Upshaw
IT3 Zachariah J. Ventra
ITC Regina White
ETC William C. Wiendahl
ITC Richard A. Williams
IT2 Terrance A. Williams
IT2 Trevor J. Wilmer
ET1 Patrick K. Wilmoth
IT2 Jennifer I. Wood
IT2 Joseph Yglesias

Military Outstanding Voluntary Service Medal

IT1 Patrick M. King

Civilian Length of Service Awards

David W. Bowery, 30 years
Gary T. Copp, 30 years
Veronica M. Guagenti, 30 years
Margie L. Elliott, 25 years
Kevin C. Gifford, 25 years
Bruce W. Smith, 20 years
Joseph Veliz, 20 years
Joseph H. Gaydon, 15 years
Keith A. Labonte, 10 years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&
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The Direct Reporting SOYs - (From left to right) *CTM1 Ronald Jackson, NIOC Bahrain; CTR1 Michael Doble, NR NIOC Minneapolis; OS1 Jeff Kryski, NNSOC Det Echo; CTI1 Shénéqua Cox, NIOD Kaneohe Bay; CTN1 Edward Walker, NIOC San Diego; CTN1 Aimee Draughn, NIOC Maryland; IT1 Valeria Roberts, NCTS San Diego; YN1 Dustin Boulware, NIOC San Diego; CTR1 David Harris, NIOC Maryland; AO1 Eric Pattengill, NIOC Sugar Grove.* (Photo by MCC(SW/AW) Joseph W. Gunder)

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